



CITY FINANCE AND GOVERNANCE COMMITTEE

Agenda and Reports

for the meeting on

Tuesday, 18 August 2026

at 6.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CITY FINANCE AND GOVERNANCE COMMITTEE
Meeting Agenda, Tuesday, 18 August 2026, at 6.30 pm

Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith

Councillor Dr Siebentritt (Chair)

Councillor Maher (Deputy Chair)

Deputy Lord Mayor, Councillor Noon and Councillors Abrahamzadeh, Cabada, Couros, Freeman,
Giles, Martin and Snape

Agenda

Item	Pages
1. Acknowledgement of Country	
At the opening of the City Finance and Governance Committee meeting, the Chair will state:	
'The City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we meet today.	
We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things.	
We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.'	
2. Apologies and Leave of Absence	
Leave of Absence:	
Councillor Maher	
3. Confirmation of Minutes - 21/7/2026	
That the Minutes of the meeting of the City Finance and Governance Committee held on 21 July 2026, be taken as read and be confirmed as an accurate record of proceedings.	
View public 21 July 2026 Minutes here .	
4. Declaration of Conflict of Interest	
5. Deputations	
6. Workshops	
Nil	
7. Reports for Recommendation to Council	
7.1	2025/26 Business Plan & Budget: Q4 Update 3 - 99
7.2	2026/27 to 2035/36 Long Term Financial Plan - Draft for Public Consultation 100 - 139
7.3	Draft Community Engagement Policy 140 - 159
8. Reports for Noting	
Nil	
9. Closure	

2025/26 Business Plan & Budget: Q4 Update

Strategic Alignment - Our Corporation

Public

Tuesday, 18 August 2026
City Finance and Governance Committee

Program Contact:
Rebecca Hayes, Associate
Director Governance & Strategy

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present the City of Adelaide's 2025/26 Business Plan and Budget (BP&B) preliminary financial performance (Q4 update). The report provides an overview of portfolio and project achievements, as well as the performance of Council subsidiaries. The financial results contained within this report are preliminary and remain subject to completion of external audit procedures.

Preliminary results indicate an operating surplus that is favourable to the approved Quarter 3 budget position. Revenue performance has exceeded budget projections, primarily due to parking and regulatory income, property revenues, and other operational recoveries. Operating expenditure was unfavourable to budget as a result of Capital Works-In-Progress provision for write off, Heritage Incentives Scheme delivery, higher utility spend, and other expenditure across a range of operational activities.

Preliminary capital expenditure for the year totalled \$89.194 million, representing an expenditure level below the approved budget but still delivering an Asset Renewal Funding Ratio within target range.

Council's cash and borrowing position remains favourable to forecast, reflecting both the improved operating result and reduced capital funding requirements. As at 30 June 2026, Council held borrowings of \$9.600 million and cash investments of \$0.730 million.

Quarterly reporting supports Council in monitoring financial sustainability, tracking delivery of Strategic Plan priorities and ensuring transparency and accountability in organisational performance.

RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Receives the City of Adelaide 2025/26 Business Plan and Budget Quarter 4 Update as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 August 2026.
2. Receives the Council Subsidiary Quarter 4 updates as contained as Attachments B, C, and D to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 August 2026.
3. Notes results presented are estimates only and subject to completion of the external audit.
4. Notes the audited annual financial statements will be presented to the Audit and Risk Committee meeting on 23 September 2026.
5. Notes the audited financial statements will be presented to the City Finance and Governance Committee at its meeting scheduled for 20 October 2026 and the Council at its meeting scheduled for 27 October 2026.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Quarterly reporting supports Council's financial sustainability objective within the 2024-2028 Strategic Plan.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Routine reporting supports Council's compliance with the <i>Local Government Act 1999</i> (SA) and contributes to sound governance, accountability, and risk management practices.
Opportunities	Supports informed decision-making, effective resource allocation, and financial sustainability.
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 Budget Allocation	Not as a result of this report. Project re-timings will be considered in a future forecast presented to Council in 2026/27.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

2025/26 BUSINESS PLAN PRIORITIES

1. Council continues to make good progress delivering on its Strategic Plan 2024-2028 and the Key Actions prioritised in the 2025/26 Annual Business Plan and Budget (more detail is provided in the Spotlight on Strategic Plan Priorities and Projects section of **Attachment A**).
2. Council continued delivery of the Strategic Plan 2024-2028 through its five strategic themes:
 - Our Community
 - 2.1. Relocation and opening of the new City Library in partnership with the State Library of South Australia.
 - 2.2. Delivery of community events, cultural programs and activations.
 - 2.3. Progression of housing strategy initiatives and affordable housing advocacy.
 - 2.4. Delivery of multicultural and community wellbeing initiatives.
 - Our Environment
 - 2.5. Delivery of 205 street trees through the Public Realm Greening Program.
 - 2.6. Completion of Key Biodiversity Area Management Plans.
 - 2.7. Continued rollout of electric vehicle charging infrastructure.
 - 2.8. Progression of climate resilience initiatives.
 - Our Economy
 - 2.9. AEDA participation in national and international tourism and investment initiatives.
 - 2.10. Progression of the Adelaide Place Brand project.
 - 2.11. Advancement of the Experience Adelaide Visitor Centre.
 - Our Places
 - 2.12. Main Street Revitalisation projects progressing across Gouger Street, Hindley Street, Hutt Street, Melbourne Street and O'Connell Street.
 - 2.13. Continued delivery of active transport and road safety infrastructure.
 - 2.14. Expansion of the ARCHI program and recognition through national planning awards.
 - Our Corporation
 - 2.15. Completion of the 2026/27 Business Plan and Budget process.
 - 2.16. Cyber security and technology improvements.
 - 2.17. Enterprise agreement implementation.
 - 2.18. Workforce capability and leadership development initiatives.

FINANCIAL SUMMARY

3. Preliminary end of year operating position for 2025/26 presents an operating surplus of \$8.769m, which is \$0.228m favourable to the approved Q3 budget of \$8.541m. The surplus is comprised of:
 - 3.1. Total operating income of \$258.104m.
 - 3.2. Total operating expenses (including depreciation) of \$249.335m.
4. Operating revenue increased by \$2.240m, from the Q3 budget of \$255.864m to a total income of \$258.104m. Of that increase:
 - 4.1. Rates revenue slightly adverse to budget (\$0.146m) due to objections
 - 4.2. Additional fees and charges of \$0.828m were recorded, with major contributors being positive movements in parking \$1.978m, city events and recoveries \$0.355m, Rundle Mall concessions \$0.150m and Adelaide Town Hall fees and charges \$0.108m, Strategic Property Management \$0.130m, Temporary Parking Controls \$0.135m and offset by Golf (\$1.297m), expiations and late payment recoveries (\$0.488m) and City Works Permits (\$0.236m)

- 4.3. Grants, subsidies and contributions are (\$0.148m) unfavourable, primarily driven by the timing of recognition for Library Helen Mayo Master Plan (\$0.250m), Rundle Mall 50th anniversary (\$0.250m), Biodiversity maintenance program (\$0.214m), National Heritage Management Plan – First Nations Heritage (\$0.169m), and Adaptive Re-Use Housing Initiative (\$0.098m), offset by Resilient Flood Planning \$0.070m, additional Park Lands Related Activity Grant \$0.209m, the Financial Assistance Grants \$0.406m, where 80% of the 2026/27 annual contribution was received in June 2026.
- 4.4. Additional other income of \$1.706m due to reimbursements from private works \$1.050m, insurance claims \$0.356m, other reimbursements \$0.153m, interest received \$0.148m and Investment Property revaluation \$0.099m, offset by unfavourable commissions and other revenue (\$0.100m).
5. Operating expenditure increased by \$2.012m from the Q3 budget of \$247.323m to a total expenditure of \$249.335m. The increase is due to:
 - 5.1. Employee costs \$4.999m favourable offset by temporary labour backfill of (\$6.452m)
 - 5.2. Materials, Contracts and Other Expenses is (\$1.275m) unfavourable. Key variances include Works-In-Progress provision for write-off (\$1.398m), IM software subscriptions (\$0.516m), higher provision for doubtful debt (\$0.463m), offset by net favourable variances in strategic projects of \$1.493m (key variances include Helen Mayo Park \$0.250m, \$0.249m Rundle Mall 50th Anniversary, Adaptive Re-use Housing Initiative \$0.216m, Strategic Property Investigations \$0.183m, NHMP First Nations Heritage \$0.165m, Election 2026 \$0.159m offset by Resilient Flood Mapping (\$0.107m)).
 - 5.3. Sponsorships, Contributions and Donations are (\$0.569m) unfavourable. Significant drivers include Heritage Incentive Scheme (\$0.540m), Australia Day (\$0.100m), Renew Adelaide (\$0.100m), partly offset by \$0.222m timing of the Adaptive Re-use Housing initiative
 - 5.4. Depreciation is \$1.300m favourable, due to the timing of capital delivery and revaluations, as well as the remeasurement of lease liabilities, offset by an increase in finance costs of (\$0.015m).
6. The preliminary year end Capital Expenditure as at 30 June 2026 is \$89.194m, which is \$23.080m lower than the Q3 budget of \$112.274m. This figure reflects a lower spend in New and Upgrade projects, which will be incorporated into the 2026/27 budget in a future quarterly review as required. The Renewal spend is \$5.793m lower than budget and will be managed through the Asset Management Plans.
7. The Asset Renewal Funding Ratio to be reported within the Financial Statements is 94.1% which is within the target range.
8. As of 30 June 2026, Council had borrowings of \$9.600m, and \$0.730m cash held in bank accounts for a net borrowing position of \$8.870m.
9. These results are preliminary and contain estimates. There are a number of items still to be completed which may impact the final results presented in the audited financial statements. Audited financial statements will be presented to the City Finance and Governance Committee meeting on Tuesday 20 October 2026.

PROJECT DELIVERY SUMMARY

Strategic Projects

10. At the end of the 2025/26 financial year, including the adjustments outlined in this report, Council spent \$9.103m to deliver 58 Strategic Projects. At the end of this quarter:
 - 10.1. 42 projects were on track to deliver on time and on budget.
 - 10.2. 5 projects are at risk to deliver either on time or on budget and are being managed; these may exceed estimated time and adopted budget.
 - 10.3. 11 projects have been completed, 9 of which were completed this quarter.
11. For information on these projects refer to the Strategic summary from page 48 in **Attachment A**.

Capital Works Program

12. At the end of the 2025/26 financial year, including the adjustments outlined in this report, Council spent \$89.194m to deliver 421 projects as part of its Capital Works Program. To the end of this quarter:
 - 12.1. 75 new and upgrade projects were on track to deliver on time and on budget.
 - 12.2. 28 new and upgrade projects are at risk to deliver either on time or on budget and are being managed; these may exceed estimated time and adopted budget.
 - 12.3. 6 new and upgrade projects are at risk to deliver on time but are on budget, experiencing delays that will exceed estimated delivery time.
 - 12.4. 39 new and upgrade projects have been completed.

13. For information on these changes refer to the Capital New and Upgrade summary from page 42 and Capital Renewal summary from page 46 in **Attachment A**.

COUNCIL SUBSIDIARIES SUMMARY

14. The Adelaide Central Market Authority, Adelaide Economic Development Agency and Kadaltilla / Adelaide Park Lands Authority have provided updates as provided at **Attachments B, C and D**.
15. The Brown Hill Keswick Creek Stormwater Board (Regional Subsidiary), of which Council is a member, has provided an update as contained in **Attachment E**.

Adelaide Central Market Authority (ACMA) - Preliminary Financial Summary

16. The 2025/26 preliminary year end result for AMCA is an operating deficit of \$1.391m, which is \$0.185m favourable when compared to the Q3 budget of an operating deficit of \$1.576 million.
- 16.1. Total operating revenue of \$5.641m.
- 16.2. Total operating expenditure of \$7.032.
17. The existing Market generated an operating surplus of \$0.023m, which is \$0.060m favourable to the Q3 budget. The market expansion incurred an operating deficit of (\$1.414m), which was \$0.125m favourable to the Q3 budget.

Adelaide Economic Development Agency (AEDA) - Preliminary Financial Summary

18. The 2025/26 preliminary year end result for AEDA is an operating deficit of \$8.440m, which is \$0.678m favourable when compared to the Q3 budget of an operating deficit of \$9.118 million.
- 18.1. Total operating revenue of \$4.774m.
- 18.2. Total operating expenditure of \$13.214m.
19. Rundle Mall generated an operating surplus of \$0.262m, which will be retained for future expenditure. The City of Adelaide provided an appropriation of funds of \$8.072m to the Agency in 2025/26.

Kadaltilla / Adelaide Park Lands Authority - Preliminary Financial Summary

20. The 2025/26 preliminary year end result for Kadaltilla is a break even result which is in line with the Q3 budget.
- 20.1. Total operating revenue of \$0.242m.
- 20.2. Total operating expenditure of \$0.242m.

ATTACHMENTS

Attachment A – 2025/26 Business Plan and Budget Q4 Update

Attachment B – Adelaide Central Market Authority Q4 Update

Attachment C – Adelaide Economic Development Agency Q4 Update

Attachment D – Kadaltilla / Adelaide Park Lands Authority Q4 Update

Attachment E – Brownhill and Keswick Creek Q4 Update

- END OF REPORT -

2025/26 Business Plan & Budget

Attachment A



April to June 2026
Quarter 4 Update



Acknowledgement of Country

City of Adelaide tampinhi, ngadlu Kurna yartangka panpapanpalyarrinhi (inparrinhi). Kurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinhi.

Yalaka Kurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi. Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinhi.

The City of Adelaide acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

Legend

Throughout this document, these icons represent:

Status

-  that the project timeline, delivery and budget are on track (based on latest adopted schedule and budget)
-  that the project has risks that are being managed and may exceed estimated time and adopted budget
-  that the project is no longer on track or within adopted budget / delivered outside of schedule and budget

Budget

-  that there is no change from the most recent adopted budget to the proposed budget
-  that there is an increase from the most recent adopted budget to the proposed budget
-  that there is a decrease from the most recent adopted budget to the proposed budget

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CEO Message

Delivering the 2025/26 Business Plan and Budget

This report highlights our work delivered against the 2025/26 Business Plan and Budget which has driven delivery on the second full year of the City of Adelaide Strategic Plan 2024-2028. Council continued to deliver on our core business while progressing the projects and priorities of the 2025/26 Business Plan and Budget and the corresponding aspirations of our Strategic Plan 2024-2028 of Our Community, Our Environment, Our Economy, Our Places and Our Corporation.

Key milestones included completion of conservation and refurbishment on the George Fife and John Howard Angas Memorial in Red Gum Park / Karrawirra (Park 12); unveiling a bronze statue of Yankunytjatjara woman Dr Lowitja O'Donoghue AC CBE DSG in Elder Park / Tarntanya Wama (Park 26); relocation of the City Library from Rundle Place to its new location on North Terrace co-located with the State Library of South Australia; opening of UPark Bowden under a management agreement as UPark's first location outside the CBD; and Market Square hotel/residential tower topped out with final tower crane removed.

The Capital Program continued strong progress across both New and Upgrade and Renewals projects. 12 New and Upgrade projects (including associated sub-projects) reached practical completion, including the Workforce Management implementation and several greening initiatives. Construction commenced on the wombat crossing at Melbourne Street, representing the first phase of the Melbourne Street Main Street revitalisation project and construction commenced on the Golden Wattle Park/Mirnu Wirra (Park 21 West) - New Community Sports Building. The Public Realm Greening Program delivered 102 trees in Quarter 4, totalling 205 trees in streets across Adelaide and North Adelaide in the 2025/26 financial year. 47 renewal projects reached practical completion, including the Traffic Signal controller renewal program, the Adelaide Central Market - Market floor fire compliance projects, Street Lighting renewal in Childers Street, and several road and footpath renewals including Jeffcott Street South (Montefiore Hill to Wellington Square), King William Street (North Terrace to Victoria Square), Wyatt Street, Waymouth Street and Mellor Street.

The Strategic Projects program was 85% committed or spent during this quarter, with a focus on projects that support the delivery of the City of Adelaide Strategic Plan 2024-2028 and other endorsed strategies. Projects completed included the Volunteers Connectors Program (connected to a DHS grant); Positive Ageing Program – Pilot; Social Work in Libraries Evaluation Framework; Cyber Security Enhancement; Adaptive Re-use Housing Initiative Program (ARCHI); Delivering the Planning and Design Code Amendment Program 23-26 (Year 2); Disability Access and Inclusion Plan 2024-2028 Implementation; National Heritage Management Plan Implementation; and delivering a Key Biodiversity Area Management Plan for G S Kingston Park / Wirrarninthe (Park 23).

The ongoing financial planning and management over Quarter 4 has seen the delivery of a preliminary end of year operating surplus of \$8.769m, which is an improvement on what was budgeted for in 2025/26. This result confirms our commitment in delivering within the parameters adopted by Council, the Long-Term Financial Plan, and associated Asset Management Plans. The preliminary position is subject to change through the annual external audit process.

Council received significant recognition during Quarter 4 for its leadership, innovation and city-shaping initiatives. Exercise London's Burning, a multi-agency desktop exercise testing the response to severe damage or loss of the London Road Works Depot, won the Local Government Mutual Liability Scheme Risk Management Award. Central Market was ranked the number one food market in Australia and third in the world in an April 2026 study based on nearly 400,000 customer reviews. At the Local Government Professionals South Australia Annual Awards, City of Adelaide was a finalist in the Emerging Leader of the Year and Excellence in Infrastructure Delivery projects under \$2m categories. The City of Adelaide also received a commendation in the Environment and Sustainability Initiative category (SA/NT) at the Parks and Leisure National Awards of Excellence. Adaptive Reuse City Housing Initiative (ARCHI) received a Commendation at the 2026 Planning Institute of Australia National Awards for Planning Excellence for its outstanding contribution to planning research.

I encourage you to read and review this progress report to recognise Quarter 4 achievements towards the delivery of the City of Adelaide's 2025/26 Business Plan and Budget and the priorities of our Strategic Plan 2024-2028.



Michael Sedgman
Chief Executive Officer

Executive Summary

This report presents the performance and delivery status of Council's commitments against the 2025/26 Business Plan and Budget (BP&B) for the fourth quarter (April to June 2026). Included within this report is an overview of Portfolio and Project achievements, as well as the performance of Council subsidiaries.

The results provided within this report are preliminary and should be considered indicative only. They remain subject to change as part of year-end adjustments and the external audit process.

The preliminary operating surplus of \$8.769mm is \$0.228m higher than the Q3 budget of \$8.541m. Operating revenue is \$258.104m, which is \$2.240m higher than the Q3 budget of \$255.864m. This is mainly due to additional fees and charges of \$0.828m and other income of \$1.706m, offset by unfavourable movements in rates revenue (\$0.146m) and grants, subsidies and contributions (\$0.148m). Operating expenditure (including depreciation) is \$249.335m, which is \$2.012m higher than the Q3 budget of \$247.323m. This is due to temporary labour backfill of (\$6.452m) offset by favourable employee costs of \$4.999m, unfavourable materials, contracts and other expenses of (\$1.275m), Sponsorship, Contributions and Donations of (\$0.569m) offset by favourable depreciation of \$1.300m.

Operating Position (Financial Performance)

\$000's	Prelim Actual	Q3 Budget	Variance
Total Revenue	258,104	255,864	2,240
Total Expenses	249,335	247,323	(2,012)
Operating Surplus / Deficit	8,769	8,541	228

Capital Program

The preliminary year end Capital Expenditure as at 30 June 2026 is \$89.194m, which is \$23.080m below the Q3 budget of \$112.274m.

This is made up of lower spend in New and Upgrade projects, which will be incorporated into the 2026/27 budget in a future quarterly review as required. The Renewal spend is \$5.793m lower and will be managed through the Asset Management Plans.

Council's Capital Program preliminary results are set out in the table below:

\$000's	Prelim Actual	Q3 Budget	Variance
New and Upgrades Projects	25,116	42,403	(17,287)
Renewal / Replacement of Assets	64,078	69,871	(5,793)
Total Capital Program	89,194	112,274	(23,080)

Borrowings

Council's borrowings of \$9.600m as of 30 June 2026 is \$36.228m lower than the Q3 forecast of \$45.828m, as set out in the table below:

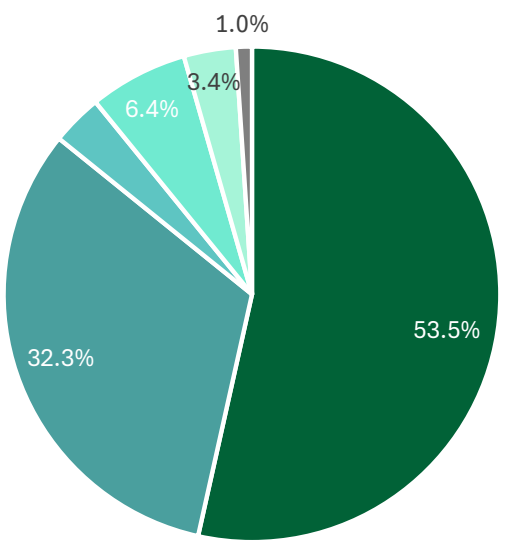
Borrowings Reconciliation			
\$000's	Prelim Actual	Q3 Budget	Movement
Opening Borrowings (Financial Statements)	(23,820)	(23,820)	-
Adjusted Operating Surplus ^	8,224	7,063	1,161
Net outlays on Renewal of Assets	(8,695)	(9,433)	738
Net outlays on New and Upgraded Assets	(3,561)	(19,638)	16,077
Movement in Net Payables and Receivables	18,252	-	18,252
Forecast Borrowings as at 30 June 2026	(9,600)	(45,828)	36,228

^ The Adjusted Operating Surplus incorporates grants received within the operating position which are one-off and capital in nature. The grants received are included within the Net Outlays on Renewal of Assets. Refer to the Uniform Presentation of Finances in the Appendix: Financial Statements.

Business Plan and Budget Funding Overview

Where our funds come from

	Budget (\$m)	
Rates	\$ 154.762	53.5%
Fees and charges (Statutory & User Charges)	\$ 93.583	32.3%
Borrowings	\$ 9.600	3.3%
Proceeds from the Sale of Assets	\$ 18.591	6.4%
External Funding	\$ 9.799	3.4%
Other	\$ 3.015	1.0%
TOTAL	\$ 289.350	

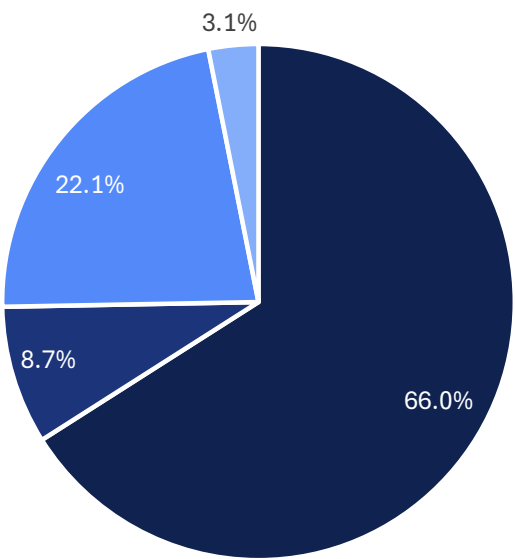


- Rates
- Fees and charges (Statutory & User Charges)
- Borrowings
- Proceeds from the Sale of Assets
- External Funding
- Other

How our funds are spent

	Budget (\$m)	
Service Delivery	\$ 191.053	66.0%
New and Upgraded Assets	\$ 25.116	8.7%
Renewal/Replacement of Assets	\$ 64.078	22.1%
Strategic Projects	\$ 9.103	3.1%
TOTAL	\$ 289.350	

Note: Some rounding occurs in this table and throughout the document



- Service Delivery
- New and Upgraded Assets
- Renewal/Replacement of Assets
- Strategic Projects

Spotlight on Strategic Plan Priorities and Projects

Our Community

Vibrant, connected and inclusive

Strategic Plan Key Actions that are being prioritised this year:

Support increased residential growth and housing affordability through partnerships and advocacy.

An assessment of vacant and underutilised properties within the City of Adelaide was completed. The assessment supports the delivery of the City of Adelaide's Housing Strategy including affordable housing, dwelling growth and adaptive reuse. It will also support submissions to State-government led Code Amendments including the Building Heights Code Amendment due for release in 2026 and the Strategic Infill Code Amendment (yet to be confirmed).

The City of Adelaide made two submissions on housing during the period: one to the Australian Government Productivity Commission Inquiry into Housing Supply Regulation; and a second to the State Government's Apartment Fast Track Fund proposal.

The City of Adelaide continued to seek responses from the State Government on its live Code Amendments and engaged with the State Government on its newly introduced statutory requirement for local councils to develop Local Area Plans.

A preferred proponent has been identified, and commercial negotiations are underway for the City East housing project. The South Australian Housing Trust have co-ordinated an application to the Commonwealth Governments Housing Australia Future Fund which is required to support the delivery of affordable and social housing outcomes.

Celebrate and elevate our community culture and the profiles of multicultural communities and create welcoming programs and services.

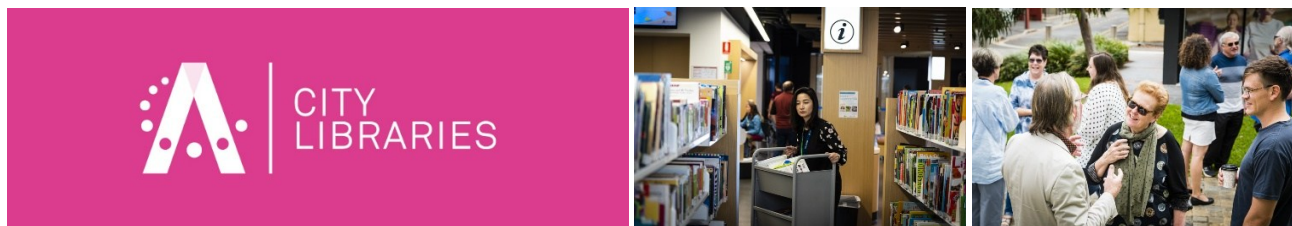
During the quarter, the City of Adelaide facilitated several multicultural events including Greek Orthodox Easter and MELA Adelaide.

The 'Adelaide in a Heartbeat' exhibition by Lurong "Lele" Zhang was held at the North Adelaide Community Centre. It reflects her experiences and the warmth of the city told through digital paintings and sketches with each piece resonating with Adelaide's heartbeat, serving as both a love letter and an expression of gratitude.

No 9 Karaoke Bar in the heart of Adelaide's Chinatown hosted a series of immersive art experiences, with 18 artists taking over nine private rooms for a one-night-only event. Through short performances, sound works, films and visual pieces, stories about place, memory and belonging were brought to life in an unexpected setting, supported by City of Adelaide's Arts and Culture Grants.

The Kym Purling Jazz Trio held a free lunchtime community concert at Adelaide Town Hall. After establishing himself in Adelaide in the 1990s, Purling went on to work across the world's great music cities, Las Vegas, New York, Los Angeles and Paris. He was inducted into the SA Music Hall of Fame in 2025 with his legacy deeply woven into Adelaide's musical story.

Quarter Spotlight: Community Planning and Wellbeing



The **City Library Capital Fit Out (State Library)** (\$2,542k, Capital Project) and **City Library – Rundle Place** (\$556k, Strategic Project) aims to deliver a new City Library in partnership with the State Library of South Australia and achieved a key milestone with a soft launch on 1 July 2026 and opening to the public. **The Future Libraries Business Case** (\$105k, Strategic Project) aims to review library and community centre services to identify a future service delivery model that better meets evolving community needs.

The **Positive Ageing Program – Pilot** (\$50k, Strategic Project) aims to deliver a broader and more inclusive program that promotes wellbeing, social connection, lifelong learning and active participation for older city residents, while strengthening community-led opportunities and moving away from duplicating in-home aged care services. In Q4, the pilot was completed.

Strategic Plan Key Actions that are being prioritised this year:

Make public electric vehicle charging available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions.

The City of Adelaide is working with its selected provider to deliver additional public Electric Vehicle charging infrastructure through four tranches of work.

Work with partners to create innovative ways to create or convert underutilised areas to green space.

The Key Biodiversity Area (KBA) Management Plan and Monitoring Plan for the seven KBAs in the Adelaide Park Lands was completed and presented to Kadaltilla / Adelaide Park Lands Authority on 27 May 2026. Site markers with QR codes to inform the community about the value of the KBA's were delivered across all seven KBAs.

Quarter Spotlight: Greening and Biodiversity



The **City Public Realm Greening Program** (\$4,956k, Capital Project) supports the Integrated Climate Strategy by increasing street tree canopy and integrating greening into streets, public spaces and active transport corridors to reduce urban heat, improve amenity and strengthen climate resilience. In Q4, 102 trees were planted, bringing the total to 206 new trees planted during the 2025/26 financial year.

The **Key Biodiversity Area Management Plans and Monitoring Plan for G. S. Kingston Park / Wirrarninthe** (\$75k, Strategic Project) aims to protect and enhance the ecological values of the Adelaide Park Lands through evidence-based management, monitoring and community education. In Q4, the Key Biodiversity Area (KBA) Management Plan and Monitoring Plan for all seven KBAs were completed and presented to Kadaltilla / Adelaide Park Lands Authority on 27 May 2026, and site markers with QR code were installed across all seven sites to inform the community about their biodiversity value.

Strategic Plan Key Actions that are being prioritised this year:

Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business.

The Adelaide Economic Development Agency (AEDA) participated in Australian Tourism Exchange, Business Events Adelaide buyer familiarisation, commenced a national and international investment campaign and scoped a 'bring your business' to Adelaide initiative.

Provide services and information that contribute towards a high productivity economy.

The AEDA Data and Insights webpage was accessed 13,844 times following promotion of resource availability on LinkedIn. The Experience Adelaide email is distributed weekly to 130,000 subscribers promoting City experiences, hospitality venues and events, while the Business News is distributed regularly to 8,400 subscribers. The Rundle Mall EDM is distributed to 80,442 subscribers with regular updates on retailers, events and promotions.

Quarter Spotlight: City Marketing & Tourism



The **City Brand Development** project (\$100k, Strategic Project) aims to strengthen Adelaide's distinct identity to attract visitors, workers, students, residents and investment, supporting economic growth in alignment with state place branding initiatives. In Q4, the brand architecture was finalised, establishing how the Place Brand, Experience Adelaide and Invest Adelaide will sit under a single AEDA master brand. The place brand principles and revised architecture will be documented in a brand book and circulated to stakeholders.

The project has now progressed to Phase 3, Visual and Verbal Identity Development, before moving into implementation. Rollout will commence with Experience Adelaide, followed by Invest Adelaide, with delivery sequenced to support the opening of the Visitor Experience Centre. This work establishes a single, cohesive city brand platform that unifies Adelaide's visitor and investment narratives. Advice is currently being sought regarding the timing and process for Council's engagement in the project.

The **Experience Adelaide Visitor Centre** (\$2,045k, Capital Project) aims to deliver a smart, technology-enabled visitor centre within the State Library, featuring immersive experiences and digital platforms that connect visitors with the city before, during and after their visit. Key milestones progressed significantly in Q4, with digital production nearing completion and the AV hardware contractor successfully engaged. Additionally, the procurement process has commenced, with tendering now underway for the fit-out construction phase. The opening of the centre is scheduled for the end of the year.

Strategic Plan Key Actions that are being prioritised this year:

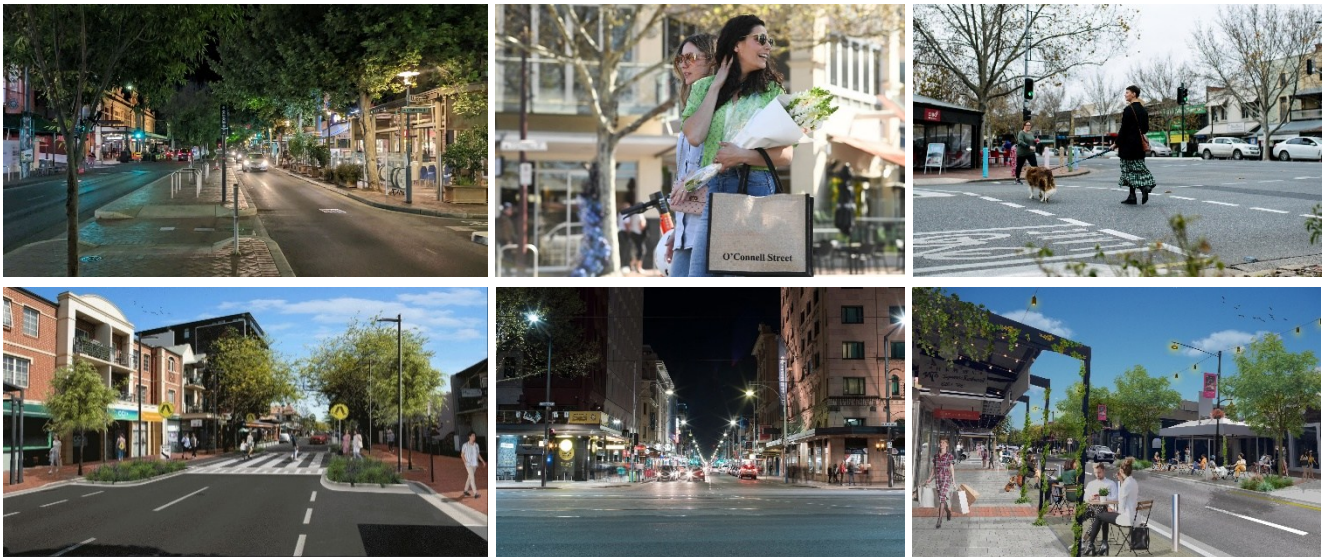
Work with partners to increase active and diverse transport measures to ensure drivers, cyclists and pedestrians can safely and easily move within the city with a goal to minimise road incidents and decrease fatalities.

The City of Adelaide continues to successfully deliver capital improvements to safe road and footpath infrastructure. Construction of wombat crossings on Melbourne Street has commenced along with new bicycle and pedestrian actuated crossings on Glen Osmond Road and Sir Donald Bradman Drive which have been designed and are about to begin construction. The Peacock Road separated cycleway project is contracted and construction is commencing imminently. Safety improvement works to school zones at key locations have been identified, with significant stakeholder engagement being undertaken with schools and school communities ahead of works commencing in the 2026/27 financial year.

Encourage repurposing, adaptive reuse and improvement of buildings and facilities.

The Adaptive Reuse City Housing Initiative (ARCHI) program has 12 active agreements, supporting delivery of 17 dwellings (29 beds) with \$152,094 in funding allocated. During Quarter 4, ARCHI received a Commendation for Planning Research at the Planning Institute of Australia (PIA) National Awards for Planning Excellence, convened an industry roundtable on seismic upgrade implications for adaptive reuse, and presented at the PIA Emerging Planners Forum and the Adelaide Urban Developer Symposium.

Quarter Spotlight: Main Streets



The **Main Street Revitalisation** Program aims to deliver the Council-approved revitalisation of Adelaide's main streets through public realm improvements that enhance streetscapes, improve accessibility and support local businesses and economic activity. **Main Street Revitalisation: Gouger Street – Detailed Design & Construction** (\$898k, Capital Project) progressed construction procurement, with tender evaluation and negotiations advancing towards a Council recommendation. Design and delivery coordination also progressed, including resolving underground service conflicts and engaging with traders on outdoor dining, access, fixed furniture and construction impacts. **Main Street Revitalisation: Hindley Street – Construction** (\$572k, Capital Project) progressed coordination with utility providers and detailed investigations to better understand underground conditions, while advancing the public art masterplan and incorporating safety and security considerations into the design. On going investigations to identify locations and challenges relating to underground services are progressing through Q1 and Q2. **Main Street Revitalisation: Hutt Street – Detailed Design & Construction** (\$291k, Capital Project) completed procurement of the external designer, with detailed design commencing and remaining on track for completion by mid-2027. Community engagement will commence as the design progresses. The project remains at risk pending confirmation of external grant funding. **Main Street Revitalisation: Melbourne Street – Detailed Design & Construction** (\$1,638k, Capital Project) progressed Stage 1 wombat crossing construction, which remains on track for completion by October 2026. Council endorsed the Stage 2 consultation outcomes to proceed to detailed design, with investigations underway into a flexi-zone demonstration project and bringing forward greening and lighting improvements. **Main Street Revitalisation: O'Connell Street – Detailed Design** (\$1,203k, Capital Project) completed the eastern footpath between Archer and Tynte Streets, commenced construction of the western footpath, which remains on track for completion in 2026. Detailed design for the remainder of the street is underway.

Strategic Plan Key Actions that are being prioritised this year:

Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive.

The City of Adelaide is finalising its engagement on the Community Engagement Policy as a result of the State Government releasing its Engagement Charter pursuant to the Local Government Act 1999. This has included the detailed development of an Engagement Toolkit for use by the organisation.

Attract and retain people with skills and behaviours which align with our organisational objectives and values.

The Salaried Enterprise Agreement was successfully negotiated, with changes to terms and conditions of employment designed to support the attraction and retention of employees. Quarter 4 saw the continued promotion of Leadership Capability model to coincide with preparations for 2026/27 performance and development conversations and refreshed recruitment training developed and delivered to hiring managers.

Quarter Spotlight: Security



Minor Works Building – Security Upgrades – Design (\$59k, Capital Project) aims to improve safety and security at the Minor Works Building Community Centre by upgrading the facility to provide safer staff workspaces, secure customer interactions and improved emergency egress. In Q4, concept designs were developed and a preferred option was selected with the design report and cost estimate being finalised ahead of progressing to the detailed design phase.

Our Programs and Projects

Our Organisation

The City of Adelaide will deliver the 2025/26 Business Plan and Budget through our Organisational Structure, including our Portfolios, Offices and Subsidiaries.

City Community

- Director City Community
- City Culture
- Customer and Marketing
- Regulatory Services

City Infrastructure

- Director City Infrastructure
- Infrastructure
- Strategic Property and Commercial

City Shaping

- Director City Shaping
- City Operations
- Park Lands, Policy and Sustainability
- Kadaltilla / Adelaide Park Lands Authority (Kadaltilla)

Corporate Services

- Chief Operating Officer
- Finance and Procurement
- Governance & Strategy
- Information Management
- People

Subsidiaries

- Adelaide Central Market Authority (ACMA)
- Adelaide Economic Development Agency (AEDA)

Offices

- Office of the Chief Executive Officer
- Office of the Lord Mayor

Operational Financial Summary

	Prelim Actual		Q3 Budget		
	\$'000	Income	Expenditure	Income	Expenditure
City Community					
Director City Community	-	(680)	-	(685)	
City Culture	6,257	(19,630)	5,933	(19,737)	
Customer and Marketing	4	(7,186)	1	(7,526)	
Regulatory Services	18,160	(10,599)	18,927	(11,171)	
Strategic Projects	47	(1,860)	47	(1,953)	
City Infrastructure					
Director City Infrastructure	-	(746)	-	(709)	
Infrastructure	2,430	(51,418)	1,931	(51,129)	
Strategic Property and Commercial	62,424	(33,638)	61,970	(34,693)	
Strategic Projects	1,001	(2,862)	424	(3,068)	
City Shaping					
Director City Shaping	-	(716)	-	(715)	
City Operations	4,467	(48,856)	2,935	(46,782)	
Park Lands, Policy and Sustainability	68	(7,971)	46	(7,889)	
Kadaltilla / Adelaide Park Lands Authority	242	(242)	323	(323)	
Strategic Projects	201	(2,011)	721	(2,794)	
Corporate Services					
Chief Operating Officer	-	(924)	-	(974)	
Finance and Procurement	139	(4,645)	142	(4,848)	
Governance and Strategy	10	(6,079)	-	(6,145)	
Information Management	30	(15,677)	38	(15,849)	
People	56	(5,065)	-	(5,085)	
Corporate Activities*	152,145	(4,177)	152,014	143	
Adelaide Central Market Authority	5,629	(6,126)	5,584	(6,221)	
Adelaide Economic Development Agency	4,736	(12,855)	4,528	(13,146)	
Strategic Projects	50	(2,270)	300	(2,933)	
Offices					
Office of the CEO	-	(1,449)	-	(1,501)	
Office of the Lord Mayor	8	(1,553)	-	(1,590)	
Strategic Projects	-	(100)	-	-	
Total	258,104	(249,335)	255,864	(247,323)	
Operating Surplus/(Deficit)		8,769		8,541	

* Includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead

City Community Portfolio

The City Community Portfolio strives to deliver exceptional experiences for our community and customers, providing opportunities for creativity, recreation and wellbeing in a city that is safe, accessible and supportive of all our communities.

Key Focus areas:

- Strategic communication that keeps our community informed
- Support safer public spaces and keep the city moving
- Community led services that increase wellbeing, social connection and active lifestyles
- City activation, events, initiatives, grants and sponsorship
- Provide brilliant customer service to all city users
- Facilitation of high-quality built form outcomes through the assessment phase.

Portfolio Quarterly Highlights

City Culture

The City Library relocated from Rundle Place to its new location on North Terrace, co-located with the State Library of South Australia. Over five days approximately 37,000 collection items were moved ready for the first day of service on 1 July 2026 on the cultural boulevard.

A bronze statue of Yankunytjatjara woman Dr Lowitja O'Donoghue AC CBE DSG by renowned artist Robert Hannaford AM was unveiled at Tarntanya Wama (Elder Park) on 2 June 2026. The first in a series established by the State Government to recognise the achievements of outstanding leaders of the South Australian Aboriginal community, its installation was supported by the City of Adelaide.

Other key initiatives in Quarter 4 include delivery of Make Music Day 2026 and Anzac Day across the City, facilitation of 35 major events in the City including Gather Round and associated events, and delivering five placemaking events across various City Precincts.

Consultation administered through Kadaltilla and Council for the bp Adelaide Grand Final event.

The construction of Park 21 West Building also commenced during the quarter

National Volunteer Week activities were conducted to celebrate the contribution of more than 250 CoA volunteers.

Customer and Marketing

There was strong growth across social media, generating 3.3 million organic views, 118,000 engagements, and 12,300 Instagram link clicks (+357% on Q3).

Other key strategic initiatives progressed include the corporate website redevelopment, Adelaide City Libraries brand project and planning for Christmas and Main Streets.

Regulatory Services

Council's draft 2026-2030 Dog & Cat Management Plan was endorsed for public consultation with the final report scheduled for consideration by Council in August 2026.

City Community Portfolio Budget

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	24,468	-	24,468	24,908	-	24,908	
Employee Costs	-	(23,794)	(23,794)	-	(25,771)	(25,771)	
Materials	-	(13,237)	(13,237)	-	(13,025)	(13,025)	
Sponsorships	-	(765)	(765)	-	(659)	(659)	
Depreciation	-	(2,159)	(2,159)	-	(1,617)	(1,617)	
Finance Costs	-	-	-	-	-	-	
TOTAL	24,468	(39,955)	(15,487)	24,908	(41,072)	(16,164)	
Program Budget							
Office of the Director	-	(680)	(680)	-	(685)	(685)	
City Culture	6,257	(19,630)	(13,373)	5,933	(19,737)	(13,804)	
Customer and Marketing	4	(7,186)	(7,182)	1	(7,526)	(7,525)	
Regulatory Services	18,160	(10,599)	7,561	18,927	(11,171)	7,756	
Strategic Projects	47	(1,860)	(1,813)	47	(1,953)	(1,906)	
TOTAL	24,468	(39,955)	(15,487)	24,908	(41,072)	(16,164)	

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		398	(8,891)	983	(10,739)
Renewal		-	(451)	-	(478)
TOTAL		398	(9,342)	983	(11,217)

City Culture

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	6,257	-	6,257	5,933	-	5,933	
Employee Costs	-	(8,731)	(8,731)	-	(9,132)	(9,132)	
Materials	-	(8,208)	(8,208)	-	(8,479)	(8,479)	
Sponsorships	-	(530)	(530)	-	(509)	(509)	
Depreciation	-	(2,151)	(2,151)	-	(1,617)	(1,617)	
Finance Costs	-	-	-	-	-	-	
TOTAL	6,257	(19,620)	(13,363)	5,933	(19,737)	(13,804)	
Activity View							
Associate Director (office)	-	(391)	(391)	-	(381)	(381)	
Adelaide Town Hall	3,932	(4,044)	(112)	3,814	(3,977)	(163)	
Aquatic Centre	-	80	80	-	-	-	
City Experience	1,048	(4,378)	(3,330)	898	(4,456)	(3,558)	
City Lifestyle	528	(3,201)	(2,673)	531	(3,005)	(2,474)	
Creative City	206	(2,197)	(1,991)	155	(2,423)	(2,268)	
Libraries	543	(5,499)	(4,956)	535	(5,495)	(4,960)	
TOTAL	6,257	(19,630)	(13,373)	5,933	(19,737)	(13,804)	

		Prelim Actual			Q3 Budget				
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Aboriginal Protocol Grant	-	-	(41)	(41)	-	-	(41)	(41)	
Adelaide's New Years Eve	-	-	(709)	(709)	65	-	(700)	(635)	
ANZAC Day Service - March & Related Activities	-	-	(61)	(61)	-	-	(57)	(57)	
Arts and Cultural Grants	-	(39)	-	(39)	-	(39)	-	(39)	
Business Activation and Support	57	-	(60)	(3)	-	-	-	-	
Christmas Festival Action Plan	6	(102)	(343)	(439)	-	(109)	(424)	(533)	
City Activation - West End Precinct	5	-	(58)	(53)	-	-	(53)	(53)	
City Activation – East End Unleashed	39	-	(289)	(250)	41	-	(291)	(250)	
City Activation - Gouger Street Precinct	-	-	(53)	(53)	-	-	(53)	(53)	
City Activation - Hutt Street Precinct	-	-	(86)	(86)	-	-	(81)	(81)	
City Activation - North Adelaide Precinct	-	-	(91)	(91)	-	-	(109)	(109)	
City Activation - Precinct Support	-	(122)	-	(122)	-	(136)	-	(136)	
Contestable Precinct Funding	-	-	-	-	-	-	-	-	
Community Grants	-	(138)	(412)	(550)	-	(136)	(414)	(550)	
DHS Community Neighborhood Development	107	(102)	(7)	(2)	99	(97)	(2)	-	
Homelessness Social and Affordable Housing	-	(236)	(9)	(245)	-	(275)	(35)	(310)	
International Relations (Sister Cities)	-	-	(36)	(36)	-	-	(98)	(98)	
Live Music Industry and Venues Support	-	-	(63)	(63)	-	-	(59)	(59)	
UNESCO Adelaide City of Music Ltd Partnership	-	-	(48)	(48)	-	-	(54)	(54)	
Winter Weekends	-	-	(95)	(95)	-	-	(75)	(75)	
TOTAL	214	(739)	(2,461)	(2,986)	205	(792)	(2,546)	(3,133)	

	\$'000	Inc.	Prelim Actual		Total(N)	Inc.	Q3 Budget		Total(N)
			Emp.	Ext.			Emp.	Ext.	
Strategic Projects									
Australia Day Sponsorship	-	-	(200)	(200)	-	-	(100)	(100)	
Aquatic Centre Investigations	-	-	-	-	-	-	-	-	-
Bilingual Community Liaison Officer	-	(112)	-	(112)	-	(93)	-	(93)	
City Activation	-	(15)	(254)	(269)	-	-	(300)	(300)	
City Library - Rundle Place	-	-	(409)	(409)	-	-	(556)	(556)	
Community Sports Building Redevelopment (Park 21 West)	-	-	(450)	(450)	-	-	(450)	(450)	
DHS Community Neighbourhood	-	-	-	-	-	-	-	-	-
DHS Grant - Volunteers Connectors Program	25	(25)	-	-	25	(25)	-	-	
Future Libraries Business Case	-	-	(78)	(78)	-	-	(105)	(105)	
Library Community Cohesion Programs	9	-	(4)	5	9	-	(9)	-	
Positive Ageing Program – Pilot	-	(50)	-	(50)	-	(50)	-	(50)	
Social Work in Libraries	13	-	(13)	-	13	-	(13)	-	
TOTAL	47	(202)	(1,408)	(1,563)	47	(168)	(1,533)	(1,654)	

	\$'000	Prelim Actual	Q3 Budget	
		Inc.	Exp.	
		Inc.	Exp.	
Capital Projects				
New and Upgrade	398	(8,891)	983	(10,739)
Renewal	-	(451)	-	(478)
TOTAL	398	(9,342)	983	(11,217)

Customer and Marketing

	\$'000	Prelim Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		4	-	4	1	-	1
Employee Costs		-	(5,151)	(5,151)	-	(5,474)	(5,474)
Materials		-	(2,034)	(2,034)	-	(2,052)	(2,052)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		4	(7,185)	(7,181)	1	(7,526)	(7,525)
Activity View							
Associate Director (office)		-	(257)	(257)	-	(225)	(225)
Customer Experience		4	(4,851)	(4,847)	1	(5,003)	(5,002)
Marketing & Communications		-	(2,078)	(2,078)	-	(2,298)	(2,298)
TOTAL		4	(7,186)	(7,182)	1	(7,526)	(7,525)

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

		Prelim Actual				Q3 Budget			
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
City of Adelaide website redevelopment		-	-	(100)	(100)	-	-	(100)	(100)
TOTAL		-	-	(100)	(100)	-	-	(100)	(100)

						\$'000	Prelim Actual		Q3 Budget	
							Inc.	Exp.	Inc.	Exp.
Capital Projects										
New and Upgrade							-	-	-	-
Renewal							-	-	-	-
TOTAL							-	-	-	-

Regulatory Services

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		18,160	-	18,160	18,927	-	18,927
Employee Costs		-	(8,907)	(8,907)	-	(10,195)	(10,195)
Materials		-	(1,684)	(1,684)	-	(976)	(976)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(8)	(8)	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		18,160	(10,599)	7,561	18,927	(11,171)	7,756
Activity View							
Associate Director (office)		-	(473)	(473)	-	(491)	(491)
City Development		3,555	(3,219)	336	3,810	(3,274)	536
City Safety		521	(1,911)	(1,390)	538	(1,902)	(1,364)
On-Street Parking Compliance		14,084	(4,996)	9,088	14,579	(5,504)	9,075
TOTAL		18,160	(10,599)	7,561	18,927	(11,171)	7,756

	Prelim Actual				Q3 Budget				
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

	\$'000	Prelim Actual				Q3 Budget			
		Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
On-Street Parking Compliance Technology and Customer Analytics Reform		-	(150)	-	(150)	-	(152)	-	(152)
TOTAL		-	(150)	-	(150)	-	(152)	-	(152)

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

City Infrastructure Portfolio

The City Infrastructure Portfolio is responsible for Council's infrastructure assets, strives to make it easier to conduct business in our City and leads the Council's property portfolio and commercial businesses to generate income.

Key Focus areas:

- Capital Works Program, including New and Significant Upgrades and Renewals
- Main street revitalisation and improvements
- Deliver initiatives as defined in the City of Adelaide Property Strategy
- Progress with approved property development projects including Market Square, 88 O'Connell, and the Former Bus Station site.

Portfolio Quarterly Highlights

Infrastructure

The Public Realm Greening Program delivered 205 trees in streets across Adelaide and North Adelaide in the 2025/26 financial year with 102 trees delivered in Quarter 4.

The Glen Osmond / Hutt Road culvert project was completed at the end of Quarter 4.

Works have commenced on the construction of two Wombat Crossings on Melbourne Street, and the designs for the Peacock Road Separated Bikeway and the Bike and Pedestrian Actuated Crossings on Glen Osmond Road and Sir Donald Bradman Drive have been completed ahead of construction in Q1 of 2026/27.

Strategic Property and Commercial

Market Square hotel/residential tower topped out with final tower crane removed.

Opened of UPark Bowden under Management Agreement, the first UPark located outside of the council area.

Secured tenure for City Library in State Library building at North Terrace.

City Infrastructure Portfolio Budget

Prelim Actual				Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	65,855	-	65,855	64,325	-	64,325	
Employee Costs	-	(9,941)	(9,941)	-	(12,747)	(12,747)	
Materials	-	(27,663)	(27,663)	-	(26,669)	(26,669)	
Sponsorships	-	(172)	(172)	-	(175)	(175)	
Depreciation	-	(50,886)	(50,886)	-	(50,008)	(50,008)	
Finance Costs	-	(2)	(2)	-	-	-	
TOTAL	65,855	(88,664)	(22,809)	64,325	(89,599)	(25,274)	
Program Budget							
Office of the Director	-	(746)	(746)	-	(709)	(709)	
Infrastructure	2,430	(51,418)	(48,988)	1,931	(51,129)	(49,198)	
Strategic Property and Commercial	62,424	(33,638)	28,786	61,970	(34,693)	27,277	
Strategic Projects	1,001	(2,862)	(1,861)	424	(3,068)	(2,644)	
TOTAL	65,855	(88,664)	(22,809)	64,325	(89,599)	(25,274)	
	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Inc.	Exp.		
Capital Projects							
New and Upgrade		2,371	(12,889)	455	(21,428)		
Renewal		-	(51,584)	-	(58,433)		
TOTAL		2,371	(64,473)	455	(79,861)		

Infrastructure

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	2,430	-	2,430	1,931	-	1,931	
Employee Costs	-	(1,976)	(1,976)	-	(3,713)	(3,713)	
Materials	-	(7,854)	(7,854)	-	(5,332)	(5,332)	
Sponsorships	-	(172)	(172)	-	(175)	(175)	
Depreciation	-	(41,414)	(41,414)	-	(41,909)	(41,909)	
Finance Costs	-	(2)	-	-	-	-	
TOTAL	2,430	(51,418)	(48,986)	1,931	(51,129)	(49,198)	
Activity View							
Associate Director (office)	7	(691)	(684)	-	(652)	(652)	
Infrastructure Planning and Delivery	2,423	(50,148)	(47,725)	1,931	(49,940)	(48,009)	
Technical Services	-	(579)	(579)	-	(537)	(537)	
TOTAL	2,430	(51,418)	(48,988)	1,931	(51,129)	(49,198)	

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Free City Connector		-	-	(1,143)	(1,143)	-	-	(1,364)	(1,364)
TOTAL		-	-	(1,143)	(1,143)	-	-	(1,364)	(1,364)

	Prelim Actual				Q3 Budget				
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
Asset Condition Audit	-	-	(939)	(939)	(939)	-	-	(1,000)	(1,000)
Gawler Place Ram Raid Bollard	-	-	(5)	(5)	(5)	10	-	(10)	-
Market Expansion Site Management	-	-	-	-	-	-	-	-	-
Resilient Flood Planning	170	(58)	(1,149)	(1,037)	(1,037)	100	(58)	(1,042)	(1,000)
School Safety Review	-	-	7	7	7	-	-	7	7
Traffic Monitoring on Lohrman Street and George Street	-	-	-	-	-	-	-	(15)	(15)
Transport Strategy	-	-	21	21	21	-	-	21	21
TOTAL	170	(58)	(2,065)	(1,953)	(1,953)	110	(58)	(2,039)	(1,987)

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	1,916	(11,294)	-	(16,699)
Renewal	-	-	(51,179)	-	(58,433)
TOTAL	-	1,916	(62,473)	-	(75,132)

Strategic Property and Commercial

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	62,424	-	62,424	61,970	-	61,970	
Employee Costs	-	(7,065)	(7,065)	-	(8,068)	(8,068)	
Materials	-	(17,100)	(17,100)	-	(18,526)	(18,526)	
Sponsorships	-	-	-	-	-	-	
Depreciation	-	(9,473)	(9,473)	-	(8,099)	(8,099)	
Finance Costs	-	-	-	-	-	-	
TOTAL	62,424	(33,638)	28,786	61,970	(34,693)	27,277	
Activity View							
Associate Director (office)	-	(381)	(381)	-	(444)	(444)	
Commercial	6	(730)	(724)	-	(773)	(773)	
Parking	50,124	(15,452)	34,672	48,547	(15,991)	32,556	
North Adelaide Golf Course	4,053	(3,986)	67	5,455	(5,530)	(75)	
North Adelaide Public Golf Course	347	(554)	(207)	-	-	-	
Strategic Property Development	-	(503)	(503)	-	(966)	(966)	
Strategic Property Management	7,894	(12,032)	(4,138)	7,968	(10,989)	(3,021)	
TOTAL	62,424	(33,638)	28,786	61,970	(34,693)	27,277	

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

		Prelim Actual			Q3 Budget				
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
88 O'Connell St Redevelopment	247	-	(270)	(23)	144	-	(194)	(50)	
Commercial Parking Internal Audit – System Consolidation	-	-	(343)	(343)	-	-	(450)	(450)	
Review of Property Management	-	-	-	-	-	-	-	-	
Strategic Property Investigations	-	-	(17)	(17)	-	-	(200)	(200)	
Parking Coordinator - On Street Paid Parking Controls	584	(108)	(1)	475	170	-	(128)	42	
	831	(108)	(631)	92	314	-	(972)	(658)	

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		455	(1,595)	455	(4,729)
Renewal		-	(405)	-	-
TOTAL		455	(2,000)	455	(4,729)

City Shaping Portfolio

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that protect our heritage, Park Lands and urban environment and demonstrate our environmental leadership now and into the future.

Key Focus areas:

- Adelaide Park Lands greening, management and improvements
- Implementing the City Plan
- Implementing the Integrated Climate Strategy
- Implementing the Reconciliation Action Plan
- Heritage promotion and protection
- Capital Works Program, including New and Significant Upgrades and Renewals
- Maintenance of public realm and city presentation
- Initiatives and projects included or associated with the Economic Development Strategy, Housing Strategy, and the Homelessness Strategy
- Continued delivery of the Adaptive Re-use City Housing Initiative (ARCHI)

Portfolio Quarterly Highlights

City Operations

The Waste Contract Renewal Planning project has progressed with the completion of the Expression of Interest process. Submissions are currently being evaluated to identify suitable service providers to deliver future waste and recycling collection services and support ongoing service improvements. The procurement process aims to secure a long-term partner that will help achieve Council's objective of zero avoidable kerbside waste to landfill by 2030.

Development of the public-facing Urban Forest webpage continues to progress through collaboration across multiple teams. The launch has been rescheduled to Quarter 1 to allow for final refinements to content and functionality, ensuring an improved user experience and access to information on the city's urban forest.

The Cleansing Pilot continues to progress, with Phase 2 launching in the North Ward on 6 July and all three wards now engaged in the new service model. Operational improvements have been implemented to manage seasonal leaf fall, enhance litter bin servicing across streets and Park Lands, and trial additional bins on Hindley Street in response to increased weekend activity. These initiatives are supporting more consistent service delivery and informing future service planning.

The final phase of the Transport Service Standard is nearing completion. Draft dashboards are complete and the associated maintenance manual is nearing final draft.

Phase 1 of both the Buildings Service Standard and the Public Lighting and Electrical Service Standard is underway, using the same methodology as the Transport Service Standards.

Park Lands Policy & Sustainability

Council's implementation of its Disability Access and Inclusion Plan included a significant body of work on sensory - quiet - spaces in the City of Adelaide, including an assessment framework, how-to-guides and checklists, three new e-learning modules for employees, leaders and volunteers, and an internal resource hub. Targeted training was delivered on Universal Design and Accessible Information to City of Adelaide employees across a range of teams. Training sessions on Accessible Events and Autism Inclusion were promoted to employees via The Next Edition and email to interested areas.

The Views and Vistas assessment under the Adelaide Park Lands and City Layout National Heritage Management Plan was completed. The final report and GIS mapping will be presented to the Kadaltilla / Adelaide Park Lands Authority in Quarter 1 of 2026/27.

The City Plan website update and release of public mapping was completed. Enabling work to deliver software and hardware upgrades was progressed with upgrade works to be delivered in 2026/27. The includes improvements to spatial system data management, data governance. and publicly accessible datasets.

Kadaltilla/Adelaide Park Lands Authority

The City of Adelaide held a fourth First Nations Engagement Workshop on the proposed World Heritage Bid with 7 First Nation communities on 17 April 2026.

The City of Adelaide was supported by i2i Development Global who facilitated the engagements sessions and drafted documents requested by Traditional Owner groups, including the Aboriginal Narrative for the World Heritage Bid Tentative List stage and Truth-telling Framework. Council is working with Traditional Owners under the principles of Free, Prior and Informed Consent. An update on the World Heritage Bid project was presented to Council on 9 June 2026.

City Shaping Portfolio Budget

	Prelim Actual				Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		4,978	-	4,978	4,025	-	4,025
Employee Costs		-	(29,420)	(29,420)	-	(32,825)	(32,825)
Materials		-	(26,431)	(26,431)	-	(22,050)	(22,050)
Sponsorships		-	(2,237)	(2,237)	-	(1,902)	(1,902)
Depreciation		-	(1,708)	(1,708)	-	(1,726)	(1,726)
Finance Costs		-	-	-	-	-	-
TOTAL		4,978	(59,796)	(54,818)	4,025	(58,503)	(54,478)
Program Budget							
Office of the Director		-	(716)	(716)	-	(715)	(715)
Park Lands, Policy & Sustainability		68	(7,971)	(7,903)	46	(7,889)	(7,843)
City Operations		4,467	(48,856)	(44,389)	2,935	(46,782)	(43,847)
Kadaltilla / Park Lands Authority		242	(242)	-	323	(323)	-
Strategic Projects		201	(2,011)	(1,810)	721	(2,794)	(2,073)
TOTAL		4,978	(59,796)	(54,818)	4,025	(58,503)	(54,478)

	\$'000	Prelim Actual Inc. Exp.	Q3 Budget Inc. Exp.
Capital Projects			
New and Upgrade	-	(409)	- (1,063)
Renewal	-	(3,550)	- (1,988)
TOTAL	-	(3,959)	- (3,051)

City Operations

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		4,467	-	4,467	2,935	-	2,935
Employee Costs		-	(23,451)	(23,451)	-	(26,000)	(26,000)
Materials		-	(23,725)	(23,725)	-	(19,056)	(19,056)
Sponsorships		-	(5)	(5)	-	-	-
Depreciation		-	(1,675)	(1,675)	-	(1,726)	(1,726)
Finance Costs		-	-	-	-	-	-
TOTAL		4,467	(48,856)	(44,389)	2,935	(46,782)	(43,847)
Activity View							
Associate Director (office)		-	(472)	(472)	-	(403)	(403)
Manager, City Maintenance		-	(214)	(214)	-	(202)	(202)
Manager, City Presentation		-	(232)	(232)	-	(213)	(213)
Cleansing		41	(7,839)	(7,798)	10	(7,434)	(7,424)
Facilities		51	(3,698)	(3,647)	-	(3,408)	(3,408)
Horticulture		3,388	(17,851)	(14,463)	2,596	(16,432)	(13,836)
Infrastructure Maintenance		125	(6,395)	(6,270)	-	(6,164)	(6,164)
Operations Support		144	(2,808)	(2,664)	18	(2,527)	(2,509)
Trades		669	(5,665)	(4,996)	261	(5,722)	(5,461)
Waste		49	(2,838)	(2,789)	50	(3,599)	(3,549)
Workshops		-	(844)	(844)	-	(678)	(678)
TOTAL		4,467	(48,856)	(44,389)	2,935	(46,782)	(43,847)

	Prelim Actual				Q3 Budget				
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Safer City Program		-	(65)	(44)	(109)	-	(95)	-	(95)
TOTAL		-	(65)	(44)	(109)	-	(95)	-	(95)

	Prelim Actual				Q3 Budget				
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
John E Brown Park Site Remediation		-	-	(83)	(83)	-	-	(135)	(135)
TOTAL		-	-	(83)	(83)	-	-	(135)	(135)

	Prelim Actual		Q3 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(44)	-	(474)
Renewal		-	(3,550)	-	(1,988)
TOTAL		-	(3,594)	-	(2,462)

Park Lands, Policy & Sustainability

	\$'000	Prelim Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		68	-	68	46	-	46
Employee Costs		-	(4,766)	(4,766)	-	(5,549)	(5,549)
Materials		-	(1,181)	(1,181)	-	(903)	(903)
Sponsorships		-	(1,990)	(1,990)	-	(1,437)	(1,437)
Depreciation		-	(34)	(34)	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		68	(7,971)	(7,903)	46	(7,889)	(7,843)
Activity View							
Associate Director (office)		-	(554)	(554)	-	(502)	(502)
City Planning and Heritage		47	(4,024)	(3,977)	46	(3,795)	(3,749)
Low Carbon & Circular Economy		21	(1,583)	(1,562)	-	(1,745)	(1,745)
Park Lands & Sustainability		-	(1,257)	(1,257)	-	(1,279)	(1,279)
Reconciliation		-	(553)	(553)	-	(568)	(568)
TOTAL		68	(7,971)	(7,903)	46	(7,889)	(7,843)

	\$'000	Inc.	Prelim Actual				Q3 Budget		
			Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Annual Delivery of Kaurna Initiatives		-	-	(32)	(32)	-	-	(27)	(27)
City of Adelaide Prize		-	-	(1)	(1)	-	-	-	-
Heritage Incentive Scheme		-	-	(1,703)	(1,703)	-	-	(1,162)	(1,162)
Heritage Promotion Program		-	(122)	(121)	(243)	-	(132)	(56)	(188)
History Festival		-	-	(32)	(32)	-	-	(33)	(33)
Homelessness - Social and Affordable Housing		-	(104)	-	(104)	-	(165)	-	(165)
Homeless and Vulnerable People Project	46		(48)	-	(2)	46	-	(46)	-
Integrated Climate Strategy - SIS		-	-	(233)	(233)	-	-	(233)	(233)
Integrated Climate Strategy - Carbon Neutral		-	(207)	(123)	(330)	-	(380)	(105)	(485)
Integrated Climate Strategy - Sustainability		-	-	(93)	(93)	-	-	(124)	(124)
NAIDOC Week Celebrations		-	-	(73)	(73)	-	-	(54)	(54)
Noise Management Program Incentive Scheme		-	-	(38)	(38)	-	-	(48)	(48)
Safer City Program		-	(209)	(38)	(247)	-	(253)	(32)	(285)
TOTAL		46	(690)	(2,487)	(3,131)	46	(930)	(1,920)	(2,804)

		Prelim Actual				Q3 Budget			
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
Adaptive Reuse City Housing Initiative	205	(242)	(148)	(185)	303	(234)	(372)	(303)	
Annual Cultural Burn in the Park Lands	-	-	(25)	(25)	-	-	(25)	(25)	
City Plan Digital Tool	-	-	(29)	(29)	-	-	(67)	(67)	
COP 31	-	(13)	(70)	(83)	-	(53)	(70)	(123)	
Planning and Design Code Amendment Program Delivery	(7)	-	(53)	(60)	-	-	(80)	(80)	
Disability Access and Inclusion Plan 2024-2028 Implementation	-	-	(129)	(129)	-	-	(130)	(130)	
Housing Strategy Implementation	-	-	(194)	(194)	-	-	(194)	(194)	
Key Biodiversity Area Management Plans	-	-	(64)	(64)	-	-	(65)	(65)	
Master Plan for Helen Mayo Park	-	-	-	-	250	-	(250)	-	
National Heritage Management Plan First Nations Heritage	-	-	(42)	(42)	168	-	(207)	(39)	
National Heritage Management Plan Implementation	-	-	(81)	(81)	-	-	(139)	(139)	
Social Planning Homelessness and Adelaide Zero Project Resourcing	-	-	(215)	(215)	-	-	(215)	(215)	
Tree Martin Management - 2026 Migratory Season	-	-	(328)	(328)	-	-	(300)	(300)	
World Heritage Bid for the Park Lands	-	(110)	(186)	(296)	-	(136)	(122)	(258)	
TOTAL	198	(365)	(1,564)	(1,731)	721	(423)	(2,236)	(1,938)	

	\$'000	Prelim Actual Inc. Exp.	Q3 Budget Inc. Exp.	
Capital Projects				
New and Upgrade	-	(365)	- (589)	
Renewal	-	-	- -	
TOTAL	-	(365)	- (589)	

Kadaltilla / Adelaide Park Lands Authority

	\$'000	Prelim Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	242	-	242	323	-	323	
Employee Costs	-	(154)	(154)	-	(180)	(180)	
Materials	-	(88)	(88)	-	(143)	(143)	
Sponsorships	-	-	-	-	-	-	
Depreciation	-	-	-	-	-	-	
Finance Costs	-	-	-	-	-	-	
TOTAL	242	(242)	-	323	(323)	-	
Activity View							
Kadaltilla	242	(242)	-	323	(323)	-	
TOTAL	242	(242)	-	323	(323)	-	

	\$'000	Inc.	Prelim Actual				Q3 Budget			
			Emp.	Ext.	Total(N)		Inc.	Emp.	Ext.	Total(N)
Operating Activities										
N/A		-	-	-	-		-	-	-	-
TOTAL		-	-	-	-		-	-	-	-

	\$'000	Inc.	Prelim Actual				Q3 Budget			
			Emp.	Ext.	Total(N)		Inc.	Emp.	Ext.	Total(N)
Strategic Projects										
N/A		-	-	-	-		-	-	-	-
TOTAL		-	-	-	-		-	-	-	-

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Corporate Services Portfolio

The Corporate Services Portfolio provides effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation.

Key Focus areas:

- Update of the Long-Term Financial Plan
- Continuous improvement of community engagement
- Cybersecurity uplift
- Workforce planning
- Transition to One Market (Adelaide Central Market)
- Support visitor economy, jobs and investment in the city

Portfolio Quarterly Highlights

Finance & Procurement

The 2026/27 Fees and Charges were adopted at the 28 April Council meeting.

The FY26 Business Plan and Budget Q3 review was adopted by Council at the 26 May meeting.

The 2026/27 Business Plan & Budget was adopted by the Council at the 23 June meeting.

The 2026/27 rates were finalised with the valuations, rates in the dollar and the updated Rates Policy all being adopted by Council at the 23 June meeting.

Governance & Strategy

The Election 2026 team have completed a mailout of letters and nominations forms to affected voters. This mailout totalled 45,000 letters. To date around 900 nominations have been submitted.

During the quarter, the Electoral Commissioner announced that a request had been made to the Government to delay the local government periodic election. As a result, amendments have passed through Parliament and the election will now be held in April 2027.

The Election team continues to work on receipt of nominations and planning for Caretaker, together with plans related to the change in date.

Information Management

Upgrade to the audio and video equipment in the Council Chamber and the Colonel Light Room completed.

Overall cyber resilience was improved through the implementation of friendly phishing cyber awareness training program and additional end point protection software.

People

Aboriginal Workforce Action Plan approved following consultation with Panpapanpalya and Reconciliation Committee.

New 'Time Off' (leave management) module implemented as part of ongoing workforce management system upgrades.

Adelaide Central Market Authority

Adelaide Central Market achieved significant recognition this quarter, being ranked the #1 Food Market in Australia and #3 in the world in an April 2026 study based on nearly 400,000 customer reviews. This was then leveraged with an advertising campaign.

Market Expansion operational readiness is advancing considerably, with key milestones achieved across internal wayfinding, digital mapping, Market Hall furniture and people counting systems and Arts and Culture programming.

Adelaide Economic Development Agency

Gather Round in the Mall with a record 18 activations on a single day. Total visitation reached 685,000 from Thursday to Sunday.

AEDA attended the Australian Tourism Exchange, Tourism Australia's largest trade event attracting 2,700 delegates, including 730 travel buyers from 32 countries. AEDA promoted the City's visitor experiences with more than 100 back-to-back meetings across the program with buyers and wholesalers.

Corporate Services Portfolio Budget

	Prelim Actual				Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	162,795	-	162,795	162,606	-	162,606	
Employee Costs	-	(21,236)	(21,236)	-	(18,040)	(18,040)	
Materials	-	(24,054)	(24,054)	-	(21,826)	(21,826)	
Sponsorships	-	(3,401)	(3,401)	-	(3,376)	(3,376)	
Depreciation	-	(6,698)	(6,698)	-	(9,400)	(9,400)	
Finance Costs	-	(2,429)	(2,429)	-	(2,416)	(2,416)	
TOTAL	162,795	(57,818)	104,977	162,606	(55,058)	107,548	
Program Budget							
Office of the COO	-	(924)	(924)	-	(974)	(974)	
Finance and Procurement	139	(4,645)	(4,506)	142	(4,848)	(4,706)	
Governance and Strategy	10	(6,079)	(6,069)	-	(6,145)	(6,145)	
Information Management	30	(15,677)	(15,647)	38	(15,849)	(15,811)	
People	56	(5,065)	(5,009)	-	(5,085)	(5,085)	
Corporate Activities	152,145	(4,177)	147,968	152,014	143	152,157	
ACMA	5,629	(6,126)	(497)	5,584	(6,221)	(637)	
AEDA	4,736	(12,855)	(8,119)	4,528	(13,146)	(8,618)	
Strategic Projects	50	(2,270)	(2,220)	300	(2,933)	(2,633)	
TOTAL	162,795	(57,818)	104,977	162,606	(55,058)	107,548	

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		1,204	(2,815)	1,939	(6,656)
Renewal		-	(1,547)	-	(2,417)
TOTAL		1,204	(4,362)	1,939	(9,073)

Finance and Procurement

	\$'000	Prelim Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		139	-	139	142	-	142
Employee Costs		-	(3,852)	(3,852)	-	(4,090)	(4,090)
Materials		-	(793)	(793)	-	(758)	(758)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		139	(4,645)	(4,506)	142	(4,848)	(4,706)
Activity View							
Associate Director		-	(219)	(219)	-	(278)	(278)
Financial Planning & Reporting		-	(1,936)	(1,936)	-	(2,044)	(2,044)
Procurement & Contract Management		-	(1,014)	(1,014)	-	(1,103)	(1,103)
Rates & Receivables		139	(1,476)	(1,337)	142	(1,423)	(1,281)
TOTAL		139	(4,645)	(4,506)	142	(4,848)	(4,706)

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Governance & Strategy

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		10	-	10	-	-	-
Employee Costs		-	(2,857)	(2,857)	-	(3,010)	(3,010)
Materials		-	(3,222)	(3,222)	-	(3,135)	(3,135)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		10	(6,079)	(6,069)	-	(6,145)	(6,145)
Activity View							
Associate Director		-	(295)	(295)	-	(258)	(258)
Corporate Governance		10	(3,325)	(3,315)	-	(3,291)	(3,291)
Council Governance		-	(1,132)	(1,132)	-	(1,133)	(1,133)
Project Management Office		-	(244)	(244)	-	(262)	(262)
Strategy & Insights		-	(1,083)	(1,083)	-	(1,201)	(1,201)
TOTAL		10	(6,079)	(6,069)	-	(6,145)	(6,145)

	\$'000	Inc.	Prelim Actual			Q3 Budget			
			Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

	\$'000	Inc.	Prelim Actual			Inc.	Q3 Budget		
			Emp.	Ext.	Total(N)		Emp.	Ext.	Total(N)
Strategic Projects									
Election 2026		-	(3)	(590)	(593)	-	-	(752)	(752)
2025 Resident Survey Analysis		-	-	(7)	(7)	-	-	(20)	(20)
Supplementary Election 2025		-	-	(102)	(102)	-	-	(102)	(102)
TOTAL		-	(3)	(699)	(702)	-	-	(874)	(874)

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Information Management

		Prelim Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		30	-	30	38	-	38
Employee Costs		-	(4,273)	(4,273)	-	(4,913)	(4,913)
Materials		-	(9,069)	(9,069)	-	(9,083)	(9,083)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(2,335)	(2,335)	-	(1,853)	(1,853)
Finance Costs		-	-	-	-	-	-
TOTAL		30	(15,677)	(15,647)	38	(15,849)	(15,811)
Activity View							
Associate Director		2	(2,130)	(2,128)	8	(2,056)	(2,048)
Project Delivery		-	(3,011)	(3,011)	-	(2,576)	(2,576)
Service Desk		28	(10,210)	(10,182)	30	(9,899)	(9,869)
Technology, Infrastructure and Platforms		-	(326)	(326)	-	(1,318)	(1,318)
TOTAL		30	(15,677)	(15,647)	38	(15,849)	(15,811)

	\$'000	Inc.	Prelim Actual			Q3 Budget			
			Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Business Systems Roadmap		-	(98)	(1,167)	(1,265)	-	(100)	(1,500)	(1,600)
TOTAL		-	(98)	(1,167)	(1,265)	-	(100)	(1,500)	(1,600)

	\$'000	Inc.	Prelim Actual			Q3 Budget			
			Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
Clipper Ship City of Adelaide		-	-	(30)	(30)	-	-	(30)	(30)
Cyber Security Enhancement		-	-	(109)	(109)	-	-	(110)	(110)
TOTAL		-	-	(139)	(139)	-	-	(140)	(140)

				Prelim Actual		Q3 Budget	
	\$'000			Inc.	Exp.	Inc.	Exp.
Capital Projects							
New and Upgrade		-	(291)	-		-	(372)
Renewal		-	(1,501)	-		-	(2,130)
TOTAL		-	(1,792)	-		-	(2,502)

People

	\$'000	Prelim Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		56	-	56	-	-	-
Employee Costs		-	(3,507)	(3,507)	-	(3,846)	(3,846)
Materials		-	(1,558)	(1,558)	-	(1,239)	(1,239)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		56	(5,065)	(5,009)	-	(5,085)	(5,085)
Activity View							
Associate Director		-	(753)	(753)	-	(599)	(599)
People Experience		26	(2,337)	(2,311)	-	(2,613)	(2,613)
People Safety and Wellbeing		30	(687)	(657)	-	(774)	(774)
People Services		-	(1,288)	(1,288)	-	(1,099)	(1,099)
TOTAL		56	(5,065)	(5,009)	-	(5,085)	(5,085)

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Graduate Employment Program		-	(876)	(6)	(882)	-	(1,105)	(17)	(1,122)
TOTAL		-	(876)	(6)	(882)	-	(1,105)	(17)	(1,122)

	\$'000	Inc.	Prelim Actual			Inc.	Q3 Budget		
			Emp.	Ext.	Total(N)		Emp.	Ext.	Total(N)
Strategic Projects									
Aboriginal Employment and Inclusion Coordinator	-	(8)	-	(8)	-	(34)	-	(34)	
Talent Acquisition Advisor	-	(124)	-	(124)	-	(121)	-	(121)	
Workforce Management Project	-	(7)	(26)	(33)	-	-	(26)	(26)	
TOTAL	-	(139)	(26)	(165)	-	(155)	(26)	(181)	

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects		-	-	-	-
New and Upgrade		-	-	-	-
Renewal		-	(28)	-	-
TOTAL		-	(28)	-	-

Adelaide Central Market Authority (ACMA)

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		5,629	-	5,629	5,584	-	5,584
Employee Costs		-	(1,730)	(1,730)	-	(1,776)	(1,776)
Materials		-	(4,351)	(4,351)	-	(4,400)	(4,400)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(42)	(42)	-	(42)	(42)
Finance Costs		-	(3)	(3)	-	(3)	(3)
TOTAL		5,629	(6,126)	(497)	5,584	(6,221)	(637)
Activity View							
ACMA Operations		5,569	(5,438)	131	5,497	(5,388)	109
Market Expansion		-	(520)	(520)	-	(600)	(600)
Online Market Platform		60	(168)	(108)	87	(233)	(146)
TOTAL		5,629	(6,126)	(497)	5,584	(6,221)	(637)

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
N/A		-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-

			Prelim Actual				Q3 Budget		
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
ACMA Traders Sustainability Program Stage 2	12	-	(12)	-		50	-	(50)	-
Adelaide Central Market Expansion Operational Preparedness	-	-	(894)	(894)		-	-	(859)	(859)
Market Expansion Technical Services & Site Management	-	-	-	-		-	-	(80)	(80)
TOTAL	12	-	(906)	(894)		50	-	(989)	(939)

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(941)	-	(3,168)
Renewal		-	(2)	-	(2)
TOTAL		-	(943)	-	(3,170)

Adelaide Economic Development Agency (AEDA)

	Prelim Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		4,736	-	4,736	4,528	-	4,528
Employee Costs		-	(4,519)	(4,519)	-	(4,834)	(4,834)
Materials		-	(4,832)	(4,832)	-	(4,887)	(4,887)
Sponsorships		-	(3,371)	(3,371)	-	(3,346)	(3,346)
Depreciation		-	(126)	(126)	-	(72)	(72)
Finance Costs		-	(7)	(7)	-	(7)	(7)
TOTAL		4,736	(12,855)	(8,119)	4,528	(13,146)	(8,618)
Activity View							
General Manager AEDA		-	(470)	(470)	-	(555)	(555)
Business and Investment		8	(2,639)	(2,631)	-	(2,788)	(2,788)
Marketing		26	(2,194)	(2,168)	-	(2,144)	(2,144)
Rundle Mall Management		4,695	(4,451)	244	4,518	(4,520)	(2)
Visitor Economy		7	(3,101)	(3,094)	10	(3,139)	(3,129)
TOTAL		4,736	(12,855)	(8,119)	4,528	(13,146)	(8,618)

			Prelim Actual			Q3 Budget			
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Operating Activities									
Adelaide Fashion Week	26	-	(516)	(490)	-	-	(489)	(489)	
AEDA Summit	-	-	(9)	(9)	-	-	-	-	
Business Growth - Business Support	8	-	(178)	(170)	-	-	(168)	(168)	
Data and Insights	-	(278)	(119)	(397)	-	(351)	(126)	(477)	
Event and Festival Sponsorship	1	(4)	(1,965)	(1,968)	-	-	(1,990)	(1,990)	
General Marketing	-	-	(425)	(425)	-	-	(420)	(420)	
Main Streets Development Grants / Precinct Activation	-	-	(175)	(175)	-	-	(190)	(190)	
Strategic Partnerships	-	-	(1,137)	(1,137)	-	-	(1,142)	(1,142)	
Visitor Growth - Tourism Projects	-	-	(199)	(199)	-	-	(198)	(198)	
TOTAL	35	(282)	(4,723)	(4,970)	-	(351)	(4,723)	(5,074)	

	\$'000	Inc.	Prelim Actual			Q3 Budget			
			Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
Black Friday	-	-	-	(50)	(50)	-	-	(50)	(50)
City Brand Development	-	-	-	(100)	(100)	-	-	(100)	(100)
Commercial Events and Festivals Sponsorship Program	38	-	-	-	38	-	-	-	-
Investment Attraction Program	-	-	-	(82)	(82)	-	-	(100)	(100)
Partner Marketing - Winter Focus	-	-	-	-	-	-	-	-	-
Rundle Mall 50th Anniversary	-	-	-	(1)	(1)	250	-	(250)	-
Rundle Mall Live Music Program	-	-	-	(100)	(100)	-	-	(100)	(100)
Welcome Adelaide	-	-	-	(4)	(4)	-	-	-	-
Tourism and Business Attraction	-	-	-	(22)	(22)	-	-	(150)	(150)
TOTAL	38	-	-	(359)	(321)	250	-	(750)	(500)

	\$'000	Prelim Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		1,204	(1,583)	1,939	(3,116)
Renewal		-	(16)	-	(285)
TOTAL		1,204	(1,599)	1,939	(3,401)

Offices and Regional Subsidiary

Office of the Chief Executive Officer (OCEO) / Office of the Lord Mayor (OLM)

OCEO supports the CEO to lead a sustainable, successful organisation, to make well informed decisions to deliver on Council's priorities, and to foster productive partnerships both with industry, and local government and other government bodies through the delivery of effective intergovernmental relations.

OLM supports the Lord Mayor and Council Members to foster productive relationships with peak bodies, other government bodies and the community, to deliver our strategic plan, and fulfill our Capital City leadership responsibilities.

Key Focus Areas:

- Advocacy, partnerships and intergovernmental relations
- Capital city oversight
- Civic protocols and events
- Communication and public relations
- Executive support and administration
- Lord Mayor and Council administration

Quarterly Highlights

In the final quarter for 25/26, the Lord Mayor held 7 civic events, including the Colonel Light Oration. In addition, one Citizenship Ceremony was held on 11 June 2026.

On 22 May 2026, the Lord Mayor hosted the River Torrens Management Forum, bringing together key State Government agencies and the nine councils along the River Torrens to collaborate on initiatives to improve the river's environmental health.

On Monday 11 May 2026, the Lord Mayor hosted an Industry Briefing for the Local Government Election to brief property and business sectors on the changes to the voters roll entitlements with speakers from the Electoral Commission and Council.

	\$'000	Prelim Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	8	-	8	-	-	-	
Employee Costs	-	(1,859)	(1,859)	-	(1,866)	(1,866)	
Materials	-	(1,138)	(1,138)	-	(1,225)	(1,225)	
Sponsorships	-	(105)	(105)	-	-	-	
Depreciation	-	-	-	-	-	-	
Finance Costs	-	-	-	-	-	-	
TOTAL	8	(3,102)	(3,094)	-	(3,091)	(3,091)	
Program Budget							
Office of the Chief Executive	-	(1,449)	(1,449)	-	(1,501)	(1,501)	
Civic Event, Partnerships, and Other Events	8	(334)	(326)	-	(385)	(385)	
Lord Mayor's Office Administration	-	(1,219)	(1,219)	-	(1,205)	(1,205)	
Strategic Projects	-	(100)	(100)	-	-	-	
TOTAL	8	(3,102)	(3,094)	-	(3,091)	(3,091)	

	Prelim Actual					Q3 Budget			
	\$'000	Inc.	Emp.	Ext.	Total(N)	Inc.	Emp.	Ext.	Total(N)
Strategic Projects									
Support for Renew Adelaide		-	-	(100)	(100)	-	-	-	-
TOTAL		-	-	(100)	(100)	-	-	-	-

Brown Hill and Keswick Creek Stormwater Board

The Regional Subsidiary, known as the Brown Hill and Keswick Creek Stormwater Board, was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five constituent Councils and subsequently approved by the Minister for Local Government.

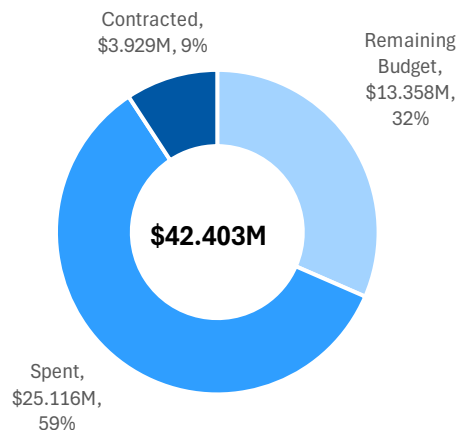
Reporting for this Board is done separately and is not embedded in the City of Adelaide's quarterly report reporting, however, where available, the Board's own report and plans will be provided as attachments as well as being available on the Board's website.

Projects

Capital New and Upgrade

New and Upgrade projects are works of a capital nature that are either introducing new assets or significantly upgrading existing assets, usually by extending the footprint of an asset or increasing the level of service an asset provides.

Approved Budget



Key Achievements Q4

12 New and Upgrade projects (including associated sub-projects) reached practical completion, including the Workforce Management implementation and several greening initiatives. Construction commenced on the wombat crossing at Melbourne Street, representing the first phase of the Melbourne Street Main Street revitalisation project and construction commenced on the Golden Wattle Park/Mirnu Wirra (Park 21 West) - New Community Sports Building. At the end of the Quarter the Public Realm Greening Program delivered 102 trees, totalling 205 trees in streets across Adelaide and North Adelaide in the 2025/26 financial year.

Several projects progressed to contract execution during the quarter, including the O'Connell Street footpath works which forms the first stage of the O'Connell Street Main Street revitalisation project and the design contract for the Hutt Street Main Street Revitalisation project.

In addition, a number of projects commenced tendering in Quarter 4, with contract awards anticipated in Quarter 1 2026/27, including Peacock Road Cycle Route, Rundle Mall Sound System and Greening – Pirie Street (Pulteney St to East Terrace).

Annual Summary

2025/26 New/upgrade program delivered spend of \$25.116m against a Q3 budget of \$42.403m summarised below.

28 Projects reached practical completion with a total spend of \$3.088m against a budget of \$4.127m.

21 Projects had no spend against a budget of \$6.078m.

37 Projects are in progress with a total spend of \$17.380m against a Q3 budget of \$26.389m.

Overheads of \$4.648m against a Q3 budget of \$5.809m have been applied to individual projects in addition to the project spend.

2025/26 New and Upgrade Projects

Project	Plan		Prelim Actual			Expenditure (\$ '000)			Variance	Stage
	Deliver by				Q3 Budget					
		Project	Overhead	Total	Project	Overhead	Total			
City Community										
City Culture										
Aquatic Centre Community Playing Field - Denise Norton Park/ Paradipardinyilla (Park 2)	● Jun-26	●	5,030	83	5,113	5,704	82	5,786	(673)	Build/ Construct
City of Music Laneways - The Angels Artwork	● Jul-25	●	-	1	1	-	1	1	-	Practical Completion
City Library Capital Fit Out (State Library)	● Jun-26	▲	1,574	80	1,654	2,500	42	2,542	(888)	Build/ Construct
Christmas Decorations - city wide	● Jan-26	●	233	18	251	245	19	264	(13)	Practical Completion
Community Sports Building Redevelopment – Golden Wattle Park / Mirnu Wirra (Park 21 West)*^	● Mar-27	▲	675	301	975	503	235	738	238	Build/ Construct
Community Sports Building Redevelopment – Mary Lee Park / Tulya Wardli (Park 27B)*^	● Feb-28	●	149	241	390	315	172	487	(97)	Design Only
Community Sports Building Redevelopment – Concept Design	●	●	-	9	9	100	8	108	(99)	Design Only
Honouring Women in the Chamber - Portrait Commissions	● Jun-26	▲	15	1	16	9	1	10	5	Build/ Construct
Main Street Revitalisation - Gouger Street (Artwork) (detailed design)*	▲ Jun-28	▲	-	4	4	65	4	68	(65)	Plan/ Design
Main Street Revitalisation - Hindley Street (Artwork)*	◆ May-27	●	-	1	1	10	1	11	(10)	Plan/ Design
Market to Riverbank Link Project^	● Sep-25	●	30	-	30	43	-	43	(13)	Practical Completion
Market Link - public art	●	●	19	1	20	20	-	20	(0)	Design Only
Place of Courage ^>	▲ Jun-27	●	-	7	7	-	8	8	(1)	Plan/ Design
Public Art Action Plan Deliverables	● Jun-26	●	4	34	38	73	34	107	(69)	On Hold
Public Art - Kaurna Welcome Art Installation	●	▲	15	8	23	20	1	21	2	Design Only
Public Art - Her Majesty's Theatre Commemorative Artwork	● Nov-26	▲	133	18	151	265	7	272	(121)	Plan/ Design
Minor Works Building – Security Upgrades	● Jan-28	▲	6	15	21	50	9	59	(38)	Plan/ Design
Statue Commemorating South Australian Aboriginal Leaders (Lowitja O'Donoghue)	● May-26	●	156	31	187	177	17	194	(7)	Practical Completion
City Infrastructure										
Infrastructure										
Adelaide Park Lands Trail – Sir Donald Bradman Drive**	● Jun-27	●	73	69	142	155	59	214	(72)	Build/ Construct
Automated External Defibrillators Installation on Designated Council Buildings - Outstanding Works	● Jul-26	●	43	-	43	50	-	50	(7)	Build/ Construct
Belair-City Bikeway/Adelaide Park Lands Trail – Glen Osmond Road**	● Jan-27	●	68	72	141	155	62	217	(76)	Build/ Construct
Bench install - 211 Grenfell Street	● Dec-25	●	1	0	2	1	0	1	0	Practical Completion
Bench Seat - 60 King William Street	● Nov-25	●	5	0	6	5	0	5	0	Practical Completion
Bikeways (North-South)	● Feb-26	●	178	21	199	129	22	151	48	Practical Completion
Bike Parking at Lounders Boat Shed Café	● Jun-26	●	-	0	0	10	-	10	(10)	Plan/ Design
O'Connell/Archer St Intersection Upgrade>	▲ Dec-26	●	-	31	31	-	19	19	12	Plan/ Design
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)	● Mar-26	●	49	16	65	71	13	85	(20)	Practical Completion
Botanic Catchment Water Course Rehabilitation*	● Sep-26	●	-	40	40	-	31	31	9	Build/ Construct
Brown Hill Keswick Creek (Financial Contribution)	● Mar-26	●	320	9	329	320	9	329	1	Practical Completion
Charles Street – Streetscape Upgrade Major Project	● Dec-25	▲	14	5	19	13	5	18	1	Practical Completion
Field Street Planters	● Jun-25	●	1	-	1	1	-	1	-	Practical Completion
Franklin Street Pedestrian Crossing	● Jun-27	●	-	27	27	120	17	137	(110)	Plan/ Design
215 Grenfell Street - New Bike Rack	● May-26	●	1	-	1	-	-	-	1	Practical Completion
George Street North Adelaide - localised traffic improvements	● Nov-26	●	-	11	11	100	1	101	(90)	Plan/ Design
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) Improvements	● Jun-26	●	772	32	804	1,200	14	1,214	(409)	Build/ Construct
Hutt Road / Park Lands Trail Signalised Crossing (Construction)	● Feb-26	●	21	1	23	21	1	23	-	Practical Completion
Hutt Street and South Terrace – Stormwater Improvements*	● May-26	●	158	26	184	199	23	222	(38)	Practical Completion

Project	Plan		Prelim Actual			Expenditure (\$ '000)			Variance	Stage
	Deliver by		Project	Overhead	Total	Q3 Budget				
						Project	Overhead	Total		
Hutt St Entry Statement>	🟢 Dec-25	🟢	44	26	70	219	25	243	(174)	Practical Completion
Integrated Climate Strategy – City Public Realm Greening Program	🟢 Jun-27	🟢	3,305	950	4,255	4,219	737	4,956	(701)	Build/ Construct
Integrated Transport Strategy Circulation Plan Pilot Project – Cycleway Trial	🟢 Jun-27	🟢	-	15	15	150	-	150	(135)	Plan/Design
Integrated Transport Strategy Implementation - South Terrace and Pulteney Street and Unley Road Intersection Cycling Upgrade - Construction*	🟢 Jun-27	🟢	5	9	15	40	5	45	(30)	Design Only
Integrated Transport Strategy Implementation - Cycle Parking and Street Furniture	🟢 Jun-27	🟢	-	1	1	140	-	140	(139)	Plan/ Design
Integrated Transport Strategy Implementation - East-West Bikeway - Grote/Wakefield	🟢 Jun-27	🟢	-	1	1	150	-	150	(149)	Design Only
James Place Upgrade*	🔴 Dec-26	🟡	-	160	160	-	128	128	32	Plan/ Design
Kingston Terrace Bus Stop Upgrades (Construction)	🟢 Jun-26	🟢	-	25	25	153	18	170	(145)	On Hold
Lot 14 and Frome Park Parklands Entry	🟢	🟢	-	6	6	3	0	3	3	Design Only
Main Street Revitalisation – Gouger Street (Detailed Design & Construction) >	🟡 Jun-28	🟡	576	234	811	716	182	898	(87)	Plan/ Design
Main Street Revitalisation – Hindley Street (Construction) >	🔴 May-27	🟢	229	80	309	504	67	572	(262)	Plan/ Design
Main Street Revitalisation – Hutt Street (Detailed Design & Construction) >	🟡 Oct-28	🟡	34	110	144	237	54	291	(147)	Plan/ Design
Main Street Revitalisation – Melbourne Street (Detailed Design & Construction)*	🟢 Mar-30	🟡	301	247	547	1,440	198	1,638	(1,090)	Plan/ Design
Main Street Revitalisation - Melbourne Street Improvements	🟡 Sep-26	🟡	42	87	129	525	63	589	(460)	Build/ Construct
Main Street Revitalisation – O’Connell Street (Detailed Design)	🟢 Jul-28	🟡	682	220	901	1,023	180	1,203	(302)	Plan/ Design
Market Link - CMAR access footpath	🟢 Jul-27	🟢	7	9	16	10	2	12	4	Design Only
Market to Riverbank Link Project^	🟢 Sep-25	🟢	1	0	1	369	1	371	(370)	Practical Completion
Traffic Signal Safety Upgrade – Morphett Street and Franklin Street Intersection	🟢 Jul-26	🟢	257	27	284	270	18	288	(4)	Practical Completion
Traffic Signal Safety Upgrade – Morphett Street and Grote Street Intersection	🟢 Jul-26	🔴	91	23	114	255	17	272	(158)	Practical Completion
New Parents Room with store room (Central Market)	🟢	🟢	30	6	36	33	7	39	(3)	On Hold
Peacock Road Cycle Route**	🟢 Sep-26	🟡	31	118	148	253	62	316	(167)	Build/ Construct
Road Resurfacing - Barton Terrace East - O’Connell Street to Lefevre Terrace^^	🟢 Aug-26	🟢	85	3	88	85	1	86	2	Build/ Construct
Rymill Park Masterplan and Accessibility>	🟢 Aug-26	🟢	574	87	661	746	76	823	(161)	Practical Completion
School Safety Implementation Project>	🟢 Dec-27	🟢	-	43	43	23	27	50	(7)	Plan/ Design
Torrens Lake Earth Retaining Structure>	🔴 Aug-27	🟢	130	42	172	136	35	172	(0)	Build/ Construct
Vincent St and Vincent Pl>	🟢 Jul-26	🟢	227	44	271	223	40	264	7	Practical Completion
West Pallant Street Improvements>	🟢	🟢	-	5	5	-	5	5	(0)	Design Only
Strategic Property and Commercial										
Central Market Arcade Redevelopment Options	🟢 Oct-26	🟢	361	22	383	471	19	490	(108)	Build/ Construct
Central Market Arcade Redevelopment Major Project	🟢 Oct-26	🟢	201	327	528	1,392	53	1,445	(917)	Build/ Construct
UPark Central Market – Parking Guidance System	🟢 Apr-27	🟡	-	-	-	300	-	300	(300)	Plan/ Design
Flinders Street Housing – Concept Planning	🟢	🟢	574	69	643	705	60	764	(121)	Design Only
South West Community Centre	🟢 Jun-26	🟢	-	41	41	1,500	40	1,540	(1,499)	Plan/ Design
UPark Central Market – Car Park Hardware	🟢 Oct-26	🟢	-	-	-	190	-	190	(190)	Plan/ Design
City Shaping										
City Operations										
Additional (2nd) Park Safe vehicle	🟢 Oct-25	🟢	44	-	44	44	-	44	(0)	Practical Completion
Additional Compact Sweeper for bike lane infrastructure	🟢	🟢	-	-	-	280	-	280	(280)	Plan/ Design
Accelerated Greening Water Truck	🟢 Jun-26	🟢	-	-	-	150	-	150	(150)	Plan/ Design
Park Lands, Policy and Sustainability										
Additional VivaCity Motion Sensor (V3)	🟢 Jul-25	🟢	3	0	3	3	0	3	-	Practical Completion
Disability Access and Inclusion Plan 2024-2028 Implementation	🟢 Jun-26	🟡	20	5	24	20	2	22	3	Plan/ Design

Project	Plan		Prelim Actual			Expenditure (\$ '000)			Variance	Stage
	Deliver by		Project	Overhead	Total	Q3 Budget				
						Project	Overhead	Total		
Integrated Climate Strategy - London Road Depot Electrification (Stage 1) - Replace gas heater with electric	▲ Jul-26	●	192	11	202	200	10	210	(8)	Practical Completion
Light Square / Wauwi – Master Plan (detailed design)	●	●	72	15	86	109	12	121	(35)	Design Only
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	●	●	34	16	49	218	15	233	(183)	Design Only
Corporate Services										
Adelaide Central Market Authority (ACMA)										
Federal Hall Trade Waste and Water Connections^	● Jun-25	●	6	1	7	6	1	7	0	Practical Completion
Adelaide Central Market Expansion - Placemaking (Ground Floor)	●	●	-	-	-	1,065	-	1,065	(1,065)	Build/ Construct
Adelaide Central Market Expansion - Capital Works (Operational Readiness)	●	●	-	-	-	300	-	300	(300)	Build/ Construct
Adelaide Central Market Contingency Planning - Permanent Backup Generator & Connection	●	●	-	-	-	450	-	450	(450)	Plan/ Design
Adelaide Central Market - Trader Storage Project	●	▲	5	-	5	225	-	225	(220)	Plan/ Design
Christmas Decorations – One Market	● Jan-27	●	172	13	185	350	9	359	(174)	Build/ Construct
Market Expansion Capital Works – Ground Floor	● Jun-27	●	704	40	743	720	42	762	(18)	Build/ Construct
Adelaide Economic Development Agency (AEDA)										
Rundle Mall Sound System	● Sep-26	▲	-	40	40	820	38	858	(818)	Plan/ Design
Christmas Decorations – Rundle Mall	● Nov-25	●	198	14	212	198	15	213	(1)	Practical Completion
Experience Adelaide Visitor Centre**>	● Sep-26	●	1,204	126	1,331	1,939	107	2,045	(715)	Plan/ Design
Information Management										
HR System - Implementation of Integration Suite	● May-26	●	56	5	61	124	4	129	(67)	Practical Completion
ICT Network Connectivity - Gardeners Shed	● Jun-26	●	96	-	96	120	-	120	(24)	Practical Completion
Marketing & Communications - Graphic Designer Laptop	● Jun-26	●	3	-	3		-	-	3	Practical Completion
New Laptops - Adelaide Central Market Authority	● Apr-26	●	15	-	15	15	-	15	(0)	Practical Completion
Replacement of Audio / Video in Council Chamber and Colonel Light Room	● Jun-26	●	116	-	116	108	-	108	7	Practical Completion
Corporate Activities										
Planning for Future Projects	●	●	-	112	112	-	73	73	39	Plan Only
2025/26 Project Delivery Costs>	● Jun-26	●	4,648	(4,648)	-	5,809	(3,365)	2,444	(2,444)	Build/ Construct
Total			25,116	(0)	25,116	42,403	-	42,403	(17,287)	

*partially grant funded

**fully grant funded

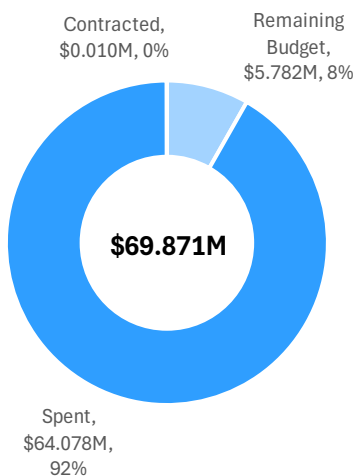
^income generating

>some/all budget retimed from 24/25

Capital Renewal

Renewals are works of a capital nature that are replacing an existing asset like for like, or like for modern, equivalent.

Approved Budget



Key Achievements

During the quarter, 47 renewal projects reached practical completion, including the Traffic Signal controller renewal program, the Adelaide Central Market - Market floor fire compliance projects, Street Lighting renewals Childers Street, and several road and footpath renewals including Jeffcott Street South (Montefiore Hill to Wellington Square), King William Street (North Terrace to Victoria Square), Wyatt Street, Waymouth Street and Mellor Street.

Quarter 4 also saw the commencement of several renewal initiatives, notably Torrens Weir gate refurbishment, Adelaide Central Market – Level 2 car park sprinkler renewal and Barton Terrace Road resurfacing.

Several projects progressed to contract execution, including Christmas Tree renewal, Forest of Dreams bench renewal and Adelaide Central Market - Escalator shaft fire safety

In addition, a number of projects commenced tendering in Quarter 4, with contract awards anticipated in Quarter 1, such as the Pirie St renewals (Pulteney St to East Terrace).

2025/26 Renewal Budget by Category

\$'000	Prelim Actual			Q3 Budget			Variance	
	Project	Overhead	Total	Project	Overhead	Total		
Buildings	10,296	1,279	11,574	14,563	1,093	15,656	(4,081)	▼
Lighting & Electrical	3,195	469	3,664	4,249	325	4,574	(910)	▼
Park Lands & Open Space	1,424	242	1,666	1,551	161	1,713	(47)	▼
Plant, Fleet & Equipment*	4,165	32	4,198	4,569	1	4,570	(373)	▼
Transport**	29,667	3,342	33,009	27,945	2,443	30,389	2,620	▼
Urban Elements	3,590	494	4,083	4,539	396	4,935	(852)	▼
Water Infrastructure	4,795	1,088	5,884	5,899	570	6,469	(585)	▼
Delivery Resources	6,946	(6,946)	(0)	6,555	(4,989)	1,566	(1,566)	▼
TOTAL	64,078	-	64,078	69,871	-	69,871	(5,792)	▼

2025/26 Renewal Projects by Category and Project Phase

Categories	Total Projects	Design Only	Plan / Design	Build / Construct	On Hold	Practical Completion
Buildings	56	11	6	16	-	23
Lighting & Electrical	41	17	1	11	-	12
Park Lands & Open Space	12	1	-	6	-	5
Plant, Fleet & Equipment*	17	-	2	4	-	11
Transport**	115	31	11	19	1	53
Urban Elements	48	5	4	18	-	21
Water Infrastructure	10	2	-	4	-	4
TOTAL	299	67	24	78	1	129

*includes IT

** includes bridges, roads, footpaths, kerb and water table, and traffic signal

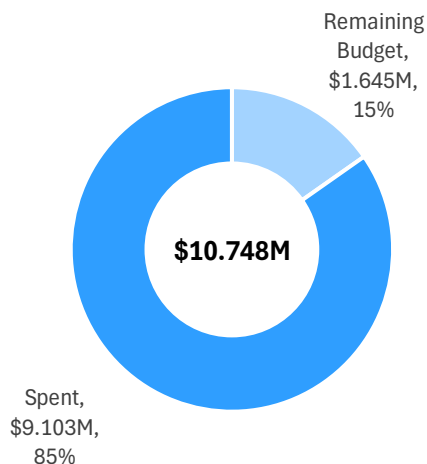
Notes:

- Some projects have been broken down into sub-projects, so total appears different.
- The variance between adopted and proposed budget is in large part been driven by the amalgamation of individual asset renewals into multi-asset projects which are reported under the main renewed asset class.
- Total Project count: mixed funded projects are only counted once in the total project count.

Strategic

Strategic Projects are generally 'one off' or short-lived activities that have been prioritised to be delivered within a specific timeframe to meet strategic outcomes, often as a result of Council decisions and/or partnerships.

Approved Budget



Key Achievements

At quarter end, the Strategic Project program was 85% committed or spent, with project procurement and delivery continuing to track upwards.

The number of proposed strategic projects increased to 58, with the following projects achieving practical completion during Quarter 4;

- Volunteers Connectors Program (*DHS Grant*)
- Positive Ageing Program - Pilot
- Social Work in Libraries Evaluation Framework
- Cyber Security Enhancement
- Adaptive Re-use Housing Initiative Program (ARCHI)
- Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)
- Disability Access and Inclusion Plan 2024-2028 Implementation
- National Heritage Management Plan Implementation
- Prepare Key Biodiversity Area Management Plan for G S Kingston Park / Wirrarninthe (Park 23)

External grant funding opportunities continue to provide budget support for the delivery of several projects, in turn offsetting CoA contributions.

2025/26 Strategic Projects

	Plan		Expenditure (\$'000)			
Project	Deliver by		Prelim Actual	Q3 Budget	Variance	
City Community						
City Culture						
Australia Day Partnership - Australia Day Council of South Australia Incorporated	●	Complete	200	100	100	▲
Bilingual Community Liaison Officer	●	Jun-26	112	93	19	▲
Community Sports Building Redevelopment (Park 21 West)	●	Aug-26	450	450	-	►
City Activation	●	Jun-26	269	300	(31)	▼
Future Libraries Business Case	●	Oct-26	78	105	(27)	▼
Positive Ageing Program – Pilot	●	Jun-26	50	50	-	►
Social Work in Libraries Evaluation Framework**	●	Jun-26	13	13	-	►
DHS Grant for Volunteers Connectors Program**	●	Jun-26	25	25	-	►
Library Community Cohesion Programs**	●	Jun-26	4	9	(5)	▼
City Library - Rundle Place	●	Jun-26	409	556	(147)	▼
Customer and Marketing						
City of Adelaide Website Redevelopment	●	Jun-26	100	100	-	►
Regulatory Services						
On-Street Parking Compliance Technology and Customer Analytics Reform	●	Jun-25	150	152	(2)	▼
City Infrastructure						
Infrastructure						
Asset Condition Audit	●	Jun-26	939	1,000	(61)	▼
Gawler Place Ram Raid Bollard^	●	Jul-26	5	10	(5)	▼
Resilient Flood Planning*	▲	Apr-26	1,207	1,100	107	▲
School Safety Review	●	Complete	(7)	(7)	-	►
Traffic Monitoring on Lohrman Street and George Street	●	Jun-26	-	15	(15)	▼
Transport Strategy	●	Complete	(21)	(21)	-	►
Strategic Property & Commercial						
88 O'Connell Project Delivery	●	Complete	270	194	76	▲
Parking Coordinator – On-Street Paid Parking Control Changes	●	Jun-26	109	128	(19)	▼
Review of Property Management	●	Complete	-	-	-	►
Strategic Property Investigation	●	Jun-26	17	200	(183)	▼
Commercial Parking Internal Audit - System Consolidation	●	Jun-26	343	450	(107)	▼
City Shaping						
Park Lands, Policy & Sustainability						
Adaptive Re-use Housing Initiative Program (ARCHI)*	●	Jun-26	390	606	(216)	▼
Annual Cultural Burn in the Park Lands	●	Complete	25	25	-	►
City Plan Digital Tool (City of Adelaide Digital Explore - CoADE)	●	Jun-26	29	67	(39)	▼
Planning and Design Code Amendment Program	●	Jun-26	53	80	(27)	▼
Implementation of the Disability Access and Inclusion Plan 2024-2028	●	Jun-26	129	130	(1)	▼
Implementation of the City of Adelaide Housing Strategy – Vacancy assessment	●	Jun-26	194	194	-	►
Master Plan for Helen Mayo Park**	▲	Jun-26	-	250	(250)	▼
National Heritage Management Plan Implementation	●	Jun-26	81	139	(58)	▼
NHMP First Nations Heritage*	●	Jun-26	42	207	(165)	▼
Key Biodiversity Area Management Plan for G S Kingston Park / Wirrarninthi	●	Jun-26	64	65	(1)	▼
Social Planning Homelessness and Adelaide Zero Project - Partnership	●	Complete	215	215	-	►
Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscape	●	Jun-26	296	258	38	▲
Tree Martin Management - 2026 Migratory Season	●	Jun-26	328	300	28	▲
COP 31	●	Apr-26	83	123	(40)	▼
City Operations						
Park 27A - John E Brown - Stockpile removal and Site remediation	●	Jun-26	83	135	(52)	▼
Corporate Services						
Governance & Strategy						
Election 2026	●	Jun-26	593	752	(159)	▼
Resident Survey Analysis 2025	●	Jun-26	7	20	(13)	▼
Supplementary Election 2025	●	Complete	102	102	-	►
Information Management						
Cyber Security Enhancement	●	Mar-26	109	110	(1)	▼
Clipper Ship	●	Complete	30	30	-	►

Project	Plan		Expenditure (\$'000)			
	Deliver by		Prelim Actual	Q3 Budget	Variance	
People						
Aboriginal Employment and Inclusion Coordinator	▲	Jun-26	8	34	(26)	▼
Talent Attraction and Retention	●	Jun-26	124	121	4	▲
Workforce Management Phase 3 - Time Off	▲	Jun-26	33	26	7	▲
ACMA						
Adelaide Central Market Expansion Operational Preparedness	●	Jun-26	894	859	35	▲
ACMA Traders Sustainability Program Stage 2**	●	Jun-26	12	50	(39)	▼
Market Expansion Technical Services and Site Management	●	Dec-26	-	80	(80)	▼
AEDA						
Rundle Mall Live Music Program	●	Jun-26	100	100	-	►
Tourism and Business attraction	●	Jun-26	22	150	(128)	▼
Partner Marketing – Winter Focus	▲	On Hold	-	-	-	►
City Brand Development	●	Apr-26	100	100	-	►
Investment Attraction Program	●	Jun-26	82	100	(18)	▼
Black Friday	●	Complete	50	50	-	►
Rundle Mall 50th Anniversary**	●	Jun-26	1	250	(249)	▼
Welcome Adelaide	●		4		4	▲
Support for Renew Adelaide	●	Complete	100		100	▲
TOTAL	58 projects		9,103	10,748	(1,645)	

*partially grant funded

**fully grant funded

^income generating

Budget

Summary

Preliminary End of Year Operating Position

The preliminary end of year operating position for 2025/26 is an operating surplus of \$8.769m, which is \$0.228m favourable to the approved Q3 budget of \$8.541m. The variance is driven by:

- Revenue \$2.240m favourable to budget and includes the following key movements:
 - Rates revenue slightly adverse to budget (\$0.146m) due to objections
 - Additional fees and charges of \$0.828m which includes positive movements in parking \$1.978m, city events and recoveries \$0.355m, Rundle Mall concessions \$0.150m and Adelaide Town Hall fees and charges \$0.108m, Strategic Property Management \$0.130m, Temporary Parking Controls \$0.135m and offset by Golf (\$1.297m), expiations and late payment recoveries (\$0.488m) and City Works Permits (\$0.236m)
 - Grants, subsidies and contributions are (\$0.148m) unfavourable and include the timing of recognition for Library Helen Mayo Master Plan (\$0.250m), Rundle Mall 50th anniversary (\$0.250m), Biodiversity maintenance program (\$0.214m), National Heritage Management Plan – First Nations Heritage (\$0.169m), and Adaptive Re-Use Housing Initiative (\$0.098m), offset by Resilient Flood Planning \$0.070m, additional Park Lands Related Activity Grant \$0.209m, the Financial Assistance Grants \$0.406m, where 80% of the 2026/27 annual contribution was received in June 2026.
 - Additional other income of \$1.706m due to reimbursements from private works \$1.050m, insurance claims \$0.356m, other reimbursements \$0.153m, interest received \$0.148m and Investment Property revaluation \$0.099m, offset by unfavourable commissions and other revenue (\$0.100m).
- Expenditure (\$2.012m) unfavourable to budget and includes the following key movements:
 - Employee costs \$4.999m favourable offset by temporary labour backfill of (\$6.452m)
 - Materials, Contracts and Other Expenses is (\$1.275m) unfavourable mainly due to Works-In-Progress provision for write-off (\$1.398m), IM software subscriptions (\$0.516m), bulk water (\$0.485m) higher provision for doubtful debt (\$0.463m), offset by net favourable variances in strategic projects of \$1.493m (key variances include Helen Mayo Park \$0.250m, \$0.249m Rundle Mall 50th Anniversary, Adaptive Re-use Housing Initiative \$0.216m, Strategic Property Investigations \$0.183m, NHMP First Nations Heritage \$0.165m, Election 2026 \$0.159m offset by Resilient Flood Mapping (\$0.107m)) and consultant fees \$0.440m.
 - Sponsorships, Contributions and Donations are (\$0.569m) unfavourable due to Heritage Incentive Scheme (\$0.540m), Australia Day (\$0.100m), Renew Adelaide (\$0.100m), partly offset by \$0.222m timing of the Adaptive Re-use Housing initiative
 - Depreciation is \$1.300m favourable, due to the timing of capital delivery and revaluations, as well as the remeasurement of lease liabilities, offset by an increase in finance costs of (\$0.015m).

The preliminary year end Capital Expenditure as at 30 June 2026 is \$89.194m, which is \$23.080m below the Q3 budget of \$112.274m. This is made up of lower spend in New and Upgrade projects, which will be incorporated into the 2025/26 budget in a future quarterly review as required. The Renewal spend is \$5.793m lower and will be managed through the Asset Management Plans.

Council had a cash borrowings of \$9.600m as at 30 June 2026, which is \$36.228m favourable to the Q3 budgeted borrowing forecast of \$45.828m. This results from a combination of increased revenue and reduced capital expenditure.

Council had a cash surplus of \$0.730m as at 30 June 2026.

Combined, Council had a net borrowing position of \$8.870m; \$9.600m in borrowings offset by \$0.730m cash at bank.

There are a number of items to be completed which may impact the final numbers presented in the audited financial statements.

Operating Position (Financial Performance)

(\$000's)	Prelim Actual	Q3 Budget	Variance
Rates Revenue	154,762	154,908	(146)
Fees and Charges	93,583	92,755	828
Grants, Subsidies and Contributions	6,744	6,892	(148)
Other Income	3,015	1,309	1,706
Total Revenue	258,104	255,864	2,240
Employee Costs	86,250	91,249	4,999
Materials, Contracts and Other Expenses	92,522	84,795	(7,727)
Sponsorships, Contributions and Donations	6,681	6,112	(569)
Depreciation, Amortisation and Impairment	61,451	62,751	1,300
Interest Cost on borrowings	-	-	-
Finance Costs - ROU Assets	2,431	2,416	(15)
Total Expenses	249,335	247,323	(2,012)
Operating Surplus / Deficit	8,769	8,541	228

Capital Program

	Prelim Actual	Q3 Budget	Variance
New and Upgrades Projects	25,116	42,403	(17,287)
Renewal / Replacement of Assets	64,078	69,871	(5,793)
Total Capital Program Expenditure	89,194	112,274	(23,080)

Financial Indicators

	Target	Adopted	Q1	Q2	Q3	Prelim Actual
Operating Surplus Ratio The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	3.4%	3.4%	3.4%	3.3%	3.4%
Net Financial Liabilities The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	35%	36%	35%	34%	N/A*
Asset Renewal Funding Ratio The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	93.5%	93.5%	94.7%	96.2%	94.1%
Asset Test Ratio The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	15.9%	16.4%	16.0%	14.5%	2.6%
Interest Expense Ratio Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	1.5%	1.5%	1.5%	1.5%	0.2%
Leverage Test Ratio The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.33 years	0.34 years	0.33 years	0.30 years	0.07 Years
Cash Flow From Operations Ratio The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	102%	104%	102%	101%	N/A*
Borrowings The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Within Prudential Limits	32%	33%	32%	29%	5%
Borrowings The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Within Prudential Limits	52%	53%	52%	49%	22%

* The Net Financial Liabilities and Cash Flow from Operations Ratio will be updated with the audited Financial Statements.

On track	Within range
At risk	May be within range but at risk of going outside of range
Off track	Outside of range

Treasury Reporting

The tables below present the debt and cash investment information as required by Council's Treasury Policy.

Table 1 shows the borrowing facilities taken out by Council. Council had nil borrowings as at 30 June 2026:

Borrowings Facility*	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000	Maturity Date
LGFA CAD 555	\$70m	Variable	5.35%	(\$9.600m)	\$9.600m	15/06/2033

* Note CAD facilities are flexible and allows Council to convert all or part of it into a fixed rate interest only loan for a maximum of 5 years.

Table 2 shows cash invested by Council. Council had \$0.730m in cash investments at 30 June 2026:

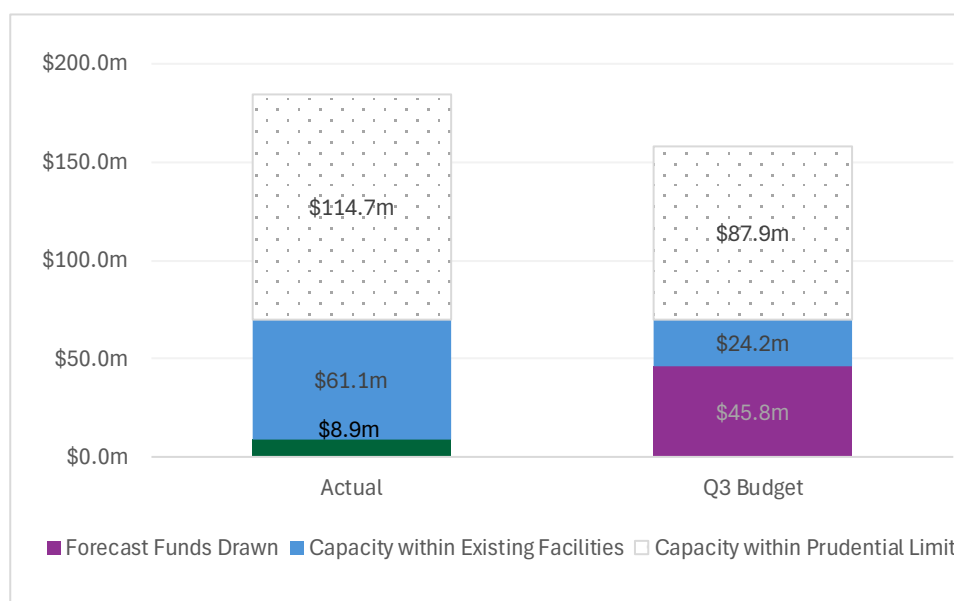
Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000	Maturity Date
LGFA General		Variable	4.65%	-	(\$8.795m)	-
NAB		Variable	4.55%	\$0.08m	(\$0.679m)	-
CBA		Variable	4.30%	\$0.722m	\$0.113m	-

Total treasury position without the Future Fund offset (\$31.949m) would otherwise be \$40.819m in borrowings.

Table 3 provides the Prudential Limit Ratios as outlined in Council's Treasury Policy:

Prudential Limit Ratio**	Comments	Limits	YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy).	Maximum 10%	0.17%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy).	Max 1.5 years	0.07 Years
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Maximum 50%	3%

Borrowings: showing current facilities against our prudential limit and forecasted position



Glossary

Budget

25/26 Budget: is the adopted budget for the 2025/26 financial year.

Financial Indicators: Measures used to assess Council's financial performance, to guide decision making on major projects, and ensure its continued financial sustainability.

Reallocation: Reallocation of funds from one source to another.

Reclassification: A change of a project categorisation to reflect the scope, size or funding source of a project (e.g. Renewal to Upgrade).

Retimed: Deliberate change of timing of a project into a future year based on an agreed decision.

Subsidiaries: Established by Council under Section 42 of the *Local Government Act 1999* (SA) that operate under independent boards or organisations that the City of Adelaide either operates or supports.

Capital Works

New and upgrade: Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.

Renewal: Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

Project Management Phases

Commit/Concept: A project plan is being finalised with scope, and greater understanding of budget timing and stakeholder management.

Design: Projects for which only the design phase will be undertaken in the current year, with construction occurring in another financial year.

Design/Detail Planning: The planning and design phase of a project, which includes activities such as project planning and technical design.

Build/Construct (also Deliver): The build and construction phase of a project, which includes activities such as tendering, and construction/creating an asset.

Practical Completion: The practical completion phase of a project where an area/asset is open and created in our asset system. Depreciation commences at this point.

On Hold: Project status indicating a decision of Executive or Council is required and cannot proceed until a decision is reached.

Types of Projects

Capital Project: A long-term project to establish, develop, improve or renew a capital project.

Strategic Project: Delivers the Strategic Plan and are generally 'once off' that have been prioritised to be delivered in a specific timeframe. Strategic Project budgets are operational in nature (not capital) and are aligned to a relevant service.

Appendix: Risk and Opportunities

Risks and Opportunities

Council operations continue to be impacted by multiple internal and external factors.

Geopolitical instability, including the Middle East conflict, alongside energy market volatility, continues to impact the cost of doing business and consumer behaviour. In particular, contractors across all sectors relating to transport have been impacted with service providers for Council waste collection having formally requested variations due to the fuel cost impact with extended lead times for new collection trucks. Other challenges include increasing waste servicing demands in high-traffic areas, resulting in higher operational and disposal costs.

The Fair Work Commission fuel price related Order had been identified as a potential cost risk due to its influence on labour and operating expenses. Following the cessation of this Order, the associated cost pressures have eased, contributing to reduced uncertainty and improved cost stability within the Business Plan period.

Inflation remains a material strategic risk that could influence the delivery of the Business Plan and Budget. Elevated or volatile inflation affects several core costs drivers: materials, contracted services, utilities, and capital works.

Although not currently evident in our receivables performance, cost of living pressures represent an emerging strategic risk. Rising household expenses, particularly in housing, utilities, and essential goods, may reduce customers' capacity to meet payment obligations in a timely manner.

Leasing targets for the Market Expansion could be influenced by fit-out costs and rental levels, further compounded by prospective tenants' uncertainty in committing to leases amid geopolitical instability and energy-related economic pressures. There is also a risk of congestion within Market Square precinct during the fit-out period; a fortnightly working group has been initiated to mitigate risks.

While changes in the election timeline introduce some uncertainty to the development of the 2027/28 Budget, they also provide an opportunity to refine assumptions, reassess priorities, and incorporate updated cost, demand, and funding insights.

Main Streets delays have been previously articulated and are well understood, however the recent decision of Council to retime Main Streets delivery reestablished baseline programs for each Main Street.

The aforementioned delay to Main Streets has resulted in a reduction of Renewals spend, but this has successfully been offset by bringing forward construction ready Renewals projects from 2026/27 into the back end of 2025/26.

As at 30 June 2026, CoA had been awarded \$ 4.7 million in grants to assist with the delivery of the capital and strategic programs. Council has submitted and is awaiting a decision on 16 grants to the value of \$9.5 million from state and federal grant schemes.

Appendix: Financial Statements

Uniform Presentation of Finances \$'000s	Adopted Budget	Q1	Q2	Q3	Prelim
Income					
Rates Revenue	154,908	154,908	154,908	154,908	154,762
Statutory Charges	17,809	18,507	18,854	19,111	18,147
User Charges	70,309	71,973	72,604	73,644	75,436
Grants, Subsidies and Contributions - Capital			477	1,478	139
Grants, Subsidies and Contributions - Operating	4,896	4,943	5,164	5,414	6,605
Investment Income	171	171	171	171	418
Reimbursements	181	374	374	374	1,528
Other Income	695	695	731	764	1,069
TOTAL INCOME	248,969	251,571	253,282	255,864	258,104
Expenses					
Employee Costs	90,792	90,694	90,868	91,249	86,250
Materials, Contracts and Other Expenses	84,413	87,113	88,707	90,908	99,203
Depreciation, Amortisation and Impairment	64,506	64,506	62,751	62,751	61,451
Finance Costs	717	717	2,416	2,416	2,431
TOTAL EXPENSES	240,428	243,030	244,741	247,323	249,335
Operating Surplus / (Deficit)	8,541	8,541	8,541	8,541	8,769
Net Timing adjustment for General Purpose Grant Funding	-	-	-	-	(406)
Less Grants, subsidies and contributions - Capital	-	-	(477)	(1,478)	(139)
Adjusted Operating Surplus / (Deficit)	8,541	8,541	8,064	7,063	8,224
Net Outlays on Existing Assets					
Capital Expenditure on Renewal and Replacement of Existing	(67,937)	(67,937)	(68,780)	(69,871)	(64,078)
Finance lease payments for right of use assets on existing assets (Principal)	(5,102)	(5,102)	(4,291)	(4,291)	(6,298)
add back Depreciation, Amortisation and Impairment	64,506	64,506	62,751	62,751	61,451
Grants, Subsidies and Contributions - Capital Renewal	-	-	477	1,478	139
Proceeds from Sale of Replaced Assets	500	500	500	500	91
Net Outlays on Existing Assets	(8,033)	(8,033)	(9,343)	(9,433)	(8,695)
Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	(46,361)	(54,356)	(51,883)	(42,403)	(25,116)
Amounts received specifically for New and Upgraded Assets	8,018	7,350	7,805	4,265	3,055
Grants, Subsidies and Contributions - Capital New/Upgrade	-	-	-	-	-
Proceeds from Sale of Surplus Assets	18,500	18,500	18,500	18,500	18,500
New Outlays on New and Upgraded Assets	(19,843)	(28,506)	(25,578)	(19,638)	(3,561)
Net Lending / (Borrowing) for Financial Year	(19,335)	(27,998)	(26,857)	(22,008)	(4,032)

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Adelaide Central Market Authority

Quarter 4 Report: 1 April 2026 – 30 June 2026



Executive Summary

Adelaide Central Market achieved significant recognition this quarter, being ranked the #1 Food Market in Australia and #3 in the world in an April 2026 study based on nearly 400,000 traveller reviews, with 94.2% of visitors rating their experience 4 or 5 stars. This accolade generated strong local and national media coverage, including national television exposure, and was leveraged through ACMA's 'Australia's Best Market' campaign, executed across digital, out-of-home, radio and in-Market channels, featuring more than 20 traders.

Marketing and activation activity delivered a comprehensive program across the quarter, including Easter, School Holiday Program, Gather Round, Tasting Australia, National Reconciliation Week and Make Music Day. Highlights included a sold-out Easter Market Trail, a Gather Round visitation uplift on 2025, and a National Reconciliation Week program featuring cooking demonstrations, a pop-up with OzHarvest, live music by First Nations artists and a collaboration with the City of Adelaide.

Trader engagement remained strong, supported by the Traders Representative Committee, an all-trader meeting on the Market Expansion, a marketing workshop and consultation on the draft social media strategy and brand refresh concepts.

Leasing performance remained strong, with 97.2% occupancy, 12 renewals secured (of 14 expiries for the year), one new lease. Significant progress was achieved on the Market Expansion leasing, including a second Market Expansion Trader announcement in June featuring 10 future Traders in exclusive print and digital articles. Market Expansion operational readiness is advancing considerably, with key milestones achieved across internal wayfinding, digital mapping, Market Hall furniture and people counting systems and Arts and Culture programming.

Overall, ACMA delivered strong performance in Q4 against the FY25/26 Business Plan and Budget, with 109 of 112 actions progressing or completed, no actions off track and a financial surplus for the third consecutive year.

Financial Report

The operating result was \$185K favourable to the Q3 budget (pending audit). Operating revenue exceeded budget, primarily driven by higher-than-expected recovery fee income. Operating expenditure came below budget due to salary savings from vacant positions and lower electricity costs. Additional expenditure was incurred on the Expansion Preparedness strategic, however, this was offset by underspend on the Expansion Technical Services & Site Management strategic project.

The below table represents the Operating Position by activity:

\$'000	Preliminary End of Year			Adopted Budget	Q3 Budget
	Actual	Q3 Budget	Variance		
Existing Market Operations					
Income	5,641	5,634	7	5,645	5,635
Expenditure	5,618	5,671	53	5,682	5,671
Net Operating Surplus /(Deficit)	23	(37)	60	(37)	(37)
Market Expansion					
Income	-	-	-		
Expenditure	1,414	1,539	125	1,539	1,539
Net Operating Surplus / (Deficit)	(1,414)	(1,539)	125	(1,539)	(1,539)
Total Operating Surplus / (Deficit)	(1,391)	(1,576)	185	(1,576)	(1,576)

The below table represents the Operating Position by the nature of the income and expenditure:

\$'000	Preliminary End of Year			Adopted Budget	Q3 Budget
	Actual	Q3 Budget	Variance		
Income					
Fees and Charges	5,596	5,540	55	5,600	5,540
Grants, Subsidiaries & Contributions	12	50	(38)		50
Other Revenue	33	45	(12)	45	45
Total Income	5,641	5,635	5	5,645	5,635
Expenditure					
Salaries and Wages	1,730	1,776	46	1,776	1,776
Materials, Contracts & Other Expenses	5,257	5,390	133	5,400	5,390
Depreciation	42	42	(0)	42	42
Finance	3	3	(0)	3	3
Total Expenditure	7,032	7,211	179	7,221	7,211
Net Operating Surplus / (Deficit)	(1,391)	(1,576)	185	(1,576)	(1,576)

The following table represents the New and Upgrade Capital Projects. Underspends will be carried forward into 2026/27.

Project	Plan		Expenditure (\$ '000)								
	Deliver by		Prelim Actual			Q3 Budget			Variance	Stage	
			Project	Overhead	Total	Project	Overhead	Total			
Adelaide Central Market Authority (ACMA)											
Federal Hall Trade Waste and Water Connections^	●	Jun-25	●	6	1	7	6	1	7	0	Practical Completion
Adelaide Central Market Expansion - Placemaking (Ground Floor)	●	Jun-27	●	-	-	-	1,065	-	1,065	(1,065)	Build/ Construct
Adelaide Central Market Expansion - Capital Works (Operational Readiness)	●	Jun-27	●	-	-	-	300	-	300	(300)	Build/ Construct
Adelaide Central Market Contingency Planning - Permanent Backup Generator & Connection	●	Jun-27	●	-	-	-	450	-	450	(450)	Plan/ Design
Adelaide Central Market - Trader Storage Project	●	Jun-27	▲	5	-	5	225	-	225	(220)	Plan/ Design
Christmas Decorations – One Market	●	Jan-27	●	172	13	185	350	9	359	(174)	Build/ Construct
Market Expansion Capital Works – Ground Floor	●	Jun-27	●	704	40	743	720	42	762	(18)	Build/ Construct
Total				887	54	941	3,116	52	3,168	(2,227)	

Debtors Summary

Financial Year	Total Arrears	Current	%	30 Days	%	60 Days	%	90+ Days	%
2025/26	\$ 14,014	\$ 652	5%	\$ 7,742	55%	\$ 2,410	17%	\$ 3,209	23%

Leasing

Q4 - The total number of Market stalls is 97.2% Occupancy	
Renewals	12 out of 14 lease expiries in FY25/26
Holdovers	0
New lease	1 (Sensory House, converted from pop-up)
Vacancy	2

Risks and Opportunities

- Category 1 variation works: reliance on external project stakeholders may lead to delays and increase in costs, with tenant withdrawals
- Delayed site handover leading to time constraints for operational readiness
- Risk of congestion within Market Square precinct during fit out period. A fortnightly working group with CoA and Multiplex has been initiated to mitigate risks.
- Leasing targets in Market Expansion: Cost of fit-out + rent levels, all compounded by prospective tenants' uncertainty around lease commitments in geopolitical instability and energy crisis

Business Plan & Budget 2025/26 and Strategic Plan Measures

The 2025/26 ACMA Business Plan and Budget includes 112 priority actions. These actions span across the five strategic pillars of the ACMA Strategic Plan 2023/28: Our Customers, Our Traders, Our Business, Our Community and Our Market. At the end of Q4, tracking of progress is as follows:

Summary of 112 actions	Complete/ Ongoing/ In Progress	To be monitored/ Deferred	Off track/ At Risk
OUR CUSTOMERS	25	2	0
OUR TRADERS	16	1	0
OUR BUSINESS	37	0	0
OUR COMMUNITY	16	0	0
OUR MARKET	15	0	0
TOTAL	109	3	0

Upcoming quarter strategic priorities Q1 2026/27: 1 July 2026 - 30 September 2026

OUR CUSTOMERS

We will keep customer experiences at the heart of all decisions, every day.

- Deliver events and activations:
 - Bastille Day
 - School Holiday Program including Market Trail
 - Seafood + Sounds
 - Winter Weekends and seasonal campaign
- Advertising & partnerships, including Triple M OB and month-long partnership.
- Ongoing program of live music and free kid's activities.

OUR TRADERS

We will work with our traders to support them in the delivery of an exceptional shopping experience.

- GISA Grant next steps: continuation of online training modules and one-on-one consulting (due for completion in June 2027).
- Social Media Training.

- All-Trader meeting.
- AED/ Defibrillator Training.
- Trader Induction Program refresh.

OUR BUSINESS

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results.

- Leasing
 - Leasing campaign continues as well as negotiations with prospective tenants and lease documentation execution to secured tenants
 - EOI for Stall 36 and casual mall activations (pop ups)
- Operational
 - Commencement of Facilities Coordinator and Marketing & Content Coordinator roles.
 - Ongoing partnership with South Australian Produce Market.
 - Planning for Cleaning & Security requirements in Market Expansion.

OUR COMMUNITY

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community.

- Continued implementation of the Community Engagement Plan.
- Collaboration with Market Square Stakeholders in the lead up to precinct opening

OUR MARKET

We will deliver infrastructure and programs that address the current and emerging needs for our customers and traders.

- Early access of Market Expansion and Commencing of fit out period, including tenancy coordination and Retail Design management
- Continuation of Placemaking Project and operational preparedness, including wayfinding, casual leasing furniture, people counters, PA system, play equipment, storage, shade and greening, and public bin housing upgrade project underway.
- Progress ORAT for essential operations requirements with CoA and Market Square including progress site readiness, (waste, loading dock, Building Management System with CoA/ICD.)
- Facade Signage testing manufacture.
- Public Art project delivery.

Adelaide Economic Development Agency

Quarter 4 Review

1 April 2026 – 30 June 2026

Between 1 April 2026 and 30 June 2026, items of note for AEDA:

- The Adelaide Symphony Orchestra celebrated its 90th birthday with the first orchestral performance in Rundle Mall in over a decade
- AFL Gather Round 2026 delivered its largest activation program including 18 events with a single focus in Rundle Mall
- AEDA represented City businesses and supported Tourism Australia's flagship event, the Australian Tourism Exchange (ATE2026), attended by 2700 delegates and held in Adelaide
- Investment Attraction campaign launched to promote Adelaide as an Innovation City to interstate and national audiences.

Financial report

The preliminary end of year position is as follows:

Operating Position			
\$000s	2025/26 Actuals*	2025/26 Q3 Budget	Variance
Income			
Rundle Mall Levy	4,166	4,138	28
Rundle Mall User charges	528	380	148
Grants and other contributions	5	250	(245)
Other Income	75	10	65
Total Income	4,774	4,778	(4)
Expenses			
Employee Costs	4,519	4,834	315
Materials, Contracts and Other Expenses	5,191	5,637	446
Sponsorship, Contributions and Donations	3,371	3,346	(25)
Depreciation, Amortisation and Impairment	126	72	(54)
Financing Costs	7	7	-
Total Expenses	13,214	13,896	682
Operation Surplus / (Deficit)	(8,440)	(9,118)	678
CoA Appropriation of Funds	8,702	9,118	(416)
Net Surplus / (Deficit)	262	-	262

*2025/26 actuals are preliminary and subject to the finalisation through Financial Statement preparation and external audit. The final audited position is scheduled to be presented to the Audit and Risk Committee in September 2026.

Board and Advisory Committee Term Changes

At its 9 June 2026 meeting, Council supported the Board Recruitment Selection Panel's recommendation to re-appoint Steve Maras as the Chair of the AEDA Board for a further term.

Due to availability constraints of Selection Panel members, recruitment for the two Board positions was unable to be finalised prior to 30 June. Accordingly, the current terms of Jim Kouts and Jaimee Charlton were extended for a further two months as an interim arrangement until the recruitment process is finalised.

Risks and opportunities being monitored

- potential impact of rising fuel prices and potential lack of fuel supply on commuter and visitor behaviour to the city, with consequent effect on City business reliant on foot traffic
- upward inflationary pressures (limiting real wage growth) and consequent interest rates resulting in reduced discretionary income
- continuing changes and activity within the higher education and international education sector, particularly as it impacts VET and ELICOS providers
- continued competition to Rundle Mall from suburban shopping centres and online shopping.

NB: AEDA's strategic risks are included within the City of Adelaide's Strategic Risk Register, which is reported through the Strategic Risk and Internal Audit Group that then reports into the Audit and Risk Committee.

AEDA Review implementation

Since Council's adoption of the AEDA Review Implementation Plan on 24 October 2023, which detailed how the 36 actionable recommendations from the Deloitte and KPMG reviews of AEDA would be addressed, 35 actions have been completed. The one remaining item relates to the development of a long-term financial plan for AEDA.

Grant Funding Approved

At the AEDA Board meeting on Wednesday, 13 May 2026, the Board agreed to fund the following organisations and events:

- Board of the Botanic Gardens and State Herbarium: **2026/27 Gather in the Garden** – \$50,000 from the 2026/27 sponsorship budget
- The Art Gallery Board: **2026, 2027 Art Gallery of South Australia (AGSA) Winter Arts Series** – \$55,000 from the 2026/27 sponsorship budget, \$55,000 as a pre-commitment from the 2027/28 sponsorship budget
- Adelaide Horse Trials Management Inc: **2027, 2028 Adelaide Equestrian Festival** – \$80,000 from the 2026/27 sponsorship budget, \$80,000 as a pre-commitment from the 2027/28 sponsorship budget
- Adelaide Festival Centre Trust: **2027 DreamBig Children's Festival** – \$70,000 from the 2026/27 sponsorship budget.

Business Plan and Budget and Strategic Plan Measures

The 2025/26 AEDA Business Plan and Budget include 22 measures across five key areas: Investment & Business Growth; Visitor Economy; Rundle Mall & Precincts; City Brand & Marketing and Governance & Operations.

As at the end of quarter four, progress against the measures was as follows:

- fourteen measures have been marked 'Completed or Achieved' indicating it has been finalised or the annual target met
- one measure was partially achieved
- three measures are 'underway', with completion to be achieved in the 2026-27 financial year
- two measures were 'not achieved'
- one measure is 'ongoing'
- one measure was removed during the year following the Board's annual evaluation review.

Please note the figures for spend and visitation are preliminary results at this stage and may change as other data comes to hand.

Activate Rundle Mall and Precincts

Operational Measures	Status	Annual Measure	Actual	Difference
Total expenditure in Rundle Mall grows by at least three percent per annum	Achieved	3%	3.2%	+0.2 percentage points
Engage with at least eight new brands to promote Rundle Mall as a premium location to grow their businesses	Achieved	8	8	-
Rundle Mall visitation remains above 52 million*	Achieved	52 million – 12 month cumulative	52.8 million	+0.8 million
Three new major brand partnerships	Achieved	3	16	+13
Concession income exceeds budget	Achieved	Financial Year to Date	\$524,844	+\$140,844
ADL Fashion Week delivered	Completed	Y/N	Delivered October 2025	Completed

*YTD Q4 figures indicative as issues affecting one of the foot traffic sensors are currently being resolved

City Brand and Marketing

Operational Measures	Status	Annual Measure	Actual	Difference
Brand identity created	Underway	Y/N	Project commenced	-
At least two cooperative campaigns delivered	Achieved	2	2	-
Increase Experience Adelaide newsletter metrics to 36%+ open rate and 1.9% click through rate	Partially achieved	36% 1.9%	27.3% open rate 4% click through	-8.7% points +2.1 % points
Provide at least three industry briefing events	Completed	3	3	-

Growing the Visitor Economy

Operational Measures	Status	Annual Measure	Actual	Difference
At least 20 events and Festivals supported through sponsorship	Achieved	20	28	+8
Maintain value of business event delegates	Achieved	Cumulative total	\$418.5m YTD	+\$78.5m YTD
Work with existing firms and new entrants to develop at least 10 bookable experiences	Not achieved	10	5	-5
Visitor Experience Centre opened	Underway	Y/N	N	N
At least 45,000 people provided with information through AEDA's visitor information services	Not achieved	45,000	31,088	-18,278
Greater Adelaide Destination Management Plan (DMP) completed	Underway	Y/N	N	N

Investment and Business Growth

Operational Measures	Status	Annual Measure	Actual	Difference
Work with at least 75 inbound/expanding companies to identify an additional 2,000 new city-based jobs	Achieved	75	75	-
Work with the development sector to facilitate/support an additional three residential developments in the city	Achieved	3	19	+16
Provide/support at least eight programs to support emerging industries and the scaling up of businesses	Achieved	8	12	+4
Increase the number of users of the data and insights component of the AEDA website	Achieved	7,000	17,286	+10,286

Governance and Operations

Operational Measures	Status	Annual Measure	Actual	Difference
Opportunities and issues identified in the Board's annual governance review are addressed	N/A	Y/N	No specific items identified in the Board's evaluation on 11 March 2026	
An approach to funding that supports multi-year planning is applied	Ongoing	Y/N	Ongoing as part of Council's Budget process and LTFP	

Delivery



Rundle Mall City Sessions

Rundle Mall City Sessions continued to strengthen the precinct's position as a live performance destination in Q4, delivering three activations aligned with AFL Gather Round, Rundle Mall's 50th anniversary program and the City of Adelaide's Make Music Day. Supporting the Rundle Mall Brand Strategy's ambition to position the precinct as a cultural hub and live stage, the program reinforced the Mall's role as more than a retail and civic destination.

Highlights included a special AFL Gather Round balcony performance at Adelaide Arcade, Make Music Day activations at both Mall entries, and a string quartet performance in the heart of the precinct.

Across Q4, City Sessions featured 31 performers, contributing to more than 70 paid performance opportunities for local artists delivered throughout FY2025/26.



Rundle Mall AFL Gather Round

AFL Gather Round 2026 delivered a record 18 activations across the precinct — the largest event program ever undertaken for a single event.

Visitation from Thursday to Sunday reached approximately 685,000, generating an estimated uplift of 61,000 visits compared to a typical week despite softer year-on-year results (influenced by wet weather and cost-of-living pressures). Longer-term trends highlight the event's growing impact, with visitation up 33% on 2022 and 39% on comparable 2019 periods.

A standout feature was the 50th anniversary giant gold Sherrin installation, which generated significant PR value and became one of the most recognisable images of Gather Round nationally.

Supported by the Rundle Mall Fan Hub, extended trading and diverse fan experiences, the program reinforced the Mall's role as a key destination before and after games, driving visitation, dwell time and national exposure.



Sponsored Events and Festivals

The following events and festivals supported through the Events and Festivals Sponsorship Program were held during Q4:

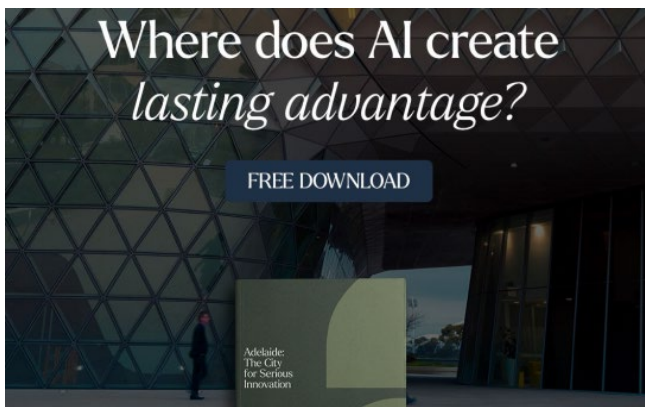
- Adelaide Equestrian Festival – \$80,000
- Tasting Australia – \$40,000
- Adelaide Cabaret Festival – \$40,000

These events/festivals are expected to generate an estimated gross economic impact of \$24,700,000 and an estimated total attendance of 155,000. Of this, city-based attendance is expected to be approximately 140,000. As acquittals are not yet due, these figures are based on application estimates.



Winter City Deals Campaign

To complement the South Australian Tourism Commission's *Celebrate the Simple Pleasures of Winter* campaign, AEDA launched *Winter City Deals* on 1 June. Promoted through digital, print, and Experience ADL channels, the campaign showcased 27 city offers and in its first weeks generated 507 leads, with activity continuing through July and August.



Investment Attraction Campaign

AEDA launched the *Adelaide: The City for Serious Innovation* investment attraction campaign, targeting interstate and international decision-makers across innovation-driven industries.

The campaign positions Adelaide as Australia's city for serious innovation, highlighting competitive advantages in artificial intelligence and big data, defence and space, health and medical technologies, and cyber security.

Designed to build awareness and generate qualified business leads, the campaign showcases Adelaide's innovation ecosystem, research strengths, industry collaboration and sovereign capability advantages.

Delivery is occurring in two phases: an awareness phase focused on targeted advertising and thought leadership content, followed by a lead generation phase using retargeting and platforms such as LinkedIn to capture and nurture investment and business development prospects.

**image is a mock up only.*



Australian Tourism Exchange 2026

ATE26 brought more than 2,700 delegates, including 730 international buyers, to Adelaide from 10 to 14 May for Australia's largest tourism trade event.

The AEDA visitor economy team met with more than 100 international buyers, the wholesalers and inbound operators who decide which Adelaide experiences make it into offshore travel packages and incentive itineraries. Each meeting was a chance to put a local operator in front of a global distribution channel, helping convert a week in Adelaide into future visitation.

AEDA created a distinctly Adelaide welcome experience in the Convention Centre forecourt, with a branded fresh produce cart showcasing local fruit, vegetables and flowers and highlighting the city's food and beverage strengths. Across four mornings, nearly 1,000 locally sourced products and city-based gift cards were distributed, complemented by a dedicated Rundle Mall retail offer map featuring 10 participating businesses. The initiative encouraged delegates to explore the city, with 34 of 150 Experience ADL gift cards redeemed during the conference period.



Strategic Partnerships

AUScelerate SA (formerly MTPConnect) continued to strengthen South Australia's life sciences ecosystem through international engagement, clinical trials facilitation and industry development initiatives.

Key activities included hosting an InvestHK delegation, facilitating targeted industry connections for South Australian organisations, supporting international engagement at BIO International Convention 2026, and delivering inbound site visits for six clinical trial companies. Industry development activities included a sold-out SouthStart masterclass for life sciences founders attended by 55 participants.

In June, MTPConnect rebranded to AUScelerate, with the South Australian operation now known as AUScelerate SA.

Festival City Adelaide convened approximately 250 government, industry and event professionals for a forum on 15 June exploring Innovation and Immersion as drivers of South Australia's festival and events sector. Through keynote presentations and panel discussions, the program highlighted innovation, audience engagement, collaboration and technology as priorities for maintaining the state's leadership as Australia's Festival State.

Renew Adelaide's Annual Report recorded 21 new ventures for the year, 17 'graduates' transitioning into lease arrangements, and the creation of 147 jobs.

ThincLab – startups from ThincLab's 2025 ThincSeed Accelerator cohort have collectively secured \$1.5 million in investment. In June, ThincLab announced a new ThincSeed Pre-Accelerator cohort comprising 22 startups selected from 50 applicants. Supported by AEDA, the seven-week program includes ventures spanning clean energy, artificial intelligence, health, education and social impact, with applications now open for the next ThincSeed Accelerator program.

Business Events Adelaide supported 25 business events, generating an estimated \$87.5 million in economic value, attracting 13,850 delegates and delivering 48,500 room nights. Major events included Hort Connections (3,300 delegates) and APPEA (2,000 delegates).

Planned Quarter 1 Activity

Coming up from 1 July 2026 to 30 September 2026:

- Co-Working Round Table
- Rundle Mall 50th Anniversary 'Spend and Win' campaign
- Rundle Mall 50th Anniversary celebrations
- Data4Lunch – Adelaide in Motion
- Illuminate Adelaide
- AGSA Winter Art Series
- SALA Festival
- Nature Festival



Kadaltilla / Adelaide Park Lands Authority

April to June 2026
Quarter 4 Report

Kaurna Acknowledgement

Kadaltilla[®]
Adelaide Park Lands Authority

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako. Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

Kadaltilla acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations

Kadaltilla is a traditional Kurna word meaning Green place/Green lands/Parklands.

Kadaltilla / Adelaide Park Lands Authority

Quarter 4 Report

April to June 2026

Executive Summary

This report details activity for the period 1 April 2026 to 30 June 2026, aligned with the achievement of the Kadaltilla Business Plan & Budget 2025/2026 and the functions of Kadaltilla.

Between 1 April 2026 to 30 June 2026, Kadaltilla:

- Received a presentation from the South Australian Motor Sport Board on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event
- Authorised the Presiding Member to write to the Minister for Planning and the Chief Executive Officer of the South Australian Motor Sport Board with their feedback on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event
- Endorsed the Lease Agreement with Adelaide TreeClimb SA in Blue Gum Park / Kurangga (Park 20)
- Supported the City of Adelaide's draft Key Biodiversity Area (KBA) Management Plan for the seven KBA's in the Adelaide Park Lands
- Supported the City of Adelaide's draft Adelaide Park Lands Leasing and Licensing Policy
- Supported Park Lands Lease Agreements for:
 - Blackfriars Priory School for the community building and playing fields at Denise Norton Park / Pardipardinyilla (Park 2)
 - Adelaide Archery Club in Bullrush Park / Warnpangga (Park 10)
 - Adelaide Soccer Club in Mary Lee Park / Tulya Wardli (Park 27B)
 - Christian Brothers College, St Peter's College, and Torrens Rowing Club in Red Gum Park / Karrawirra (Park 12)
 - Pembroke School and South Terrace Croquet Club in Carriageway Park / Tuthangga (Park 17)
 - Adelaide Harriers Athletics Club and Club De Petanque d'Adelaide in Blue Gum Park / Kurangga (Park 20)
- Endorsed the request from Tennis SA and Memorial Drive Tennis Club to vary the leased areas under their respective Lease arrangements to reflect completed court reconfiguration works
- Supported the Site Plan Concept Report for the proposed beach volleyball facility in Bonython Park / Tulya Wardli (Park 27)

- Received deputations from Mr Gerry Butler (Butterfly Conservation SA, Convenor of the Friends of the Chequered Copper (Lucia Limbaria) Butterfly) and Ms Elizabeth Rushbrook (South East City Residents Association Inc (SECRA))
- Received a presentation from the City of Adelaide on the broad program of work and activities being undertaken across the City of Adelaide in response to potential drought conditions in the Adelaide Park Lands
- Undertook a Tree and Landscape Site Tour in Victoria Park / Pakapakanthi (Park 16), King Rodney Park / Ityamai-itpina (Park 15), and Rymill Park / Murlawirrapurka (Park 14)
- Requested that Council considers reinstatement of the World Heritage Bid budget for 2026/2027
- Noted progress by the City of Adelaide towards the draft Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes
- Unveiled a new display stand at the City of Adelaide Customer Centre, offering residents, visitors, employees and the broader community a space to learn more about Kadaltilla and its role

Business Plan & Budget 2025/2026

Key Actions April to June 2026

Cultural Value

Promote the cultural values of the Park Lands including Kaurna culture, heritage, and wellbeing

Performance	Achievements and Measures
1.1 Seek Kaurna cultural authority in everything we do	• Kaurna cultural considerations were embedded across all relevant reports, with cultural authority clearly acknowledged where appropriate, including recognition of engagement with Aboriginal and Torres Strait Islander Peoples under the principles of Free, Prior and Informed Consent for the Tentative List submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes • 'Storytime Sunday' was promoted on Kadaltilla's social media to share the history and significance of Kaurna naming in the Adelaide Park Lands • Gave an undertaking to Council to review any works that are ground disturbing and/or geotechnical exploration related to motorsport events auspiced by the South Australian Motor Sport Board
1.3 Advocate for the featuring of the Adelaide Park Lands in relevant promotional campaigns	• Kadaltilla featured the Adelaide Park Lands in paid social media promotional campaigns
1.4 Champion the development of World Heritage listing nomination	• Received regular updates from the City of Adelaide on the World Heritage Tentative listing submission progress • Requested that Council considers reinstatement of the World Heritage Bid budget for 2026/2027

Environmental Performance

Maintain and improve climate resilience and the landscape values of the Park Lands

Performance	Achievements and Measures
2.1 Define, protect, and enhance landscape values and design qualities	Landscape values and design qualities were reviewed in proposals relating to the Beach Volleyball Facility in Bonython Park / Tulya Wardli (Park 27), the Mary Lee Park (Park 27B) Community Building Detailed Design, the Updated Key Biodiversity Area (KBA) Management Plan, and the 2026 bp Adelaide Grand Final
2.2 Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality	- Provided design quality advice for the Community Building Detailed Design in Mary Lee Park (Park 27B), addressing environmentally sustainable design initiatives across six themes: energy, water, wellbeing, materials, biodiversity, and climate resilience. - Wrote to the Minister for Planning and the Chief Executive Officer of the South Australian Motor Sport Board, providing feedback on remnant vegetation, the Butterfly Conservation Zone, pre-and post-event ecological monitoring requirements, and requested an environmental impact assessment and heritage impact assessment
2.3 Consider climate resilience in everything we do	Council endorsed funding to undertake a Climate Impact Assessment for the Adelaide Park Lands Assessment as part of the 2026/27 Annual Business Plan and Budget
2.4 Research the impact of climate change on the Park Lands	Received a presentation outlining the broad program of work and activities being undertaken across the City of Adelaide in response to potential drought conditions in the Adelaide Park Lands
2.5 Increase the accessibility of evidence-based information	Regular social media content was delivered in line with Kadaltilla's Social Media Strategy, maintaining consistent engagement across Kadaltilla's three digital platforms
2.6 Improved Irrigation and Water Management across the Park Lands	Received a presentation on water usage in the Adelaide Park Lands, infrastructure (capital investment), asset management, security of and alternative water sources, and systems of water irrigation

Management and Protection

Treat the Park Lands holistically with an adaptive future focused approach

Performance	Achievements and Measures
3.1 Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy	The digital Adelaide Park Lands Management Strategy (APLMS) Strategic Project Tracker was promoted through Kadaltilla's social media platforms
3.2 Advocate for and establish Funding Mechanisms to support delivery of the Adelaide Park Lands Management Strategy	The Adelaide Park Lands Partnering Opportunities document and handouts were shared with key stakeholders in relevant meetings
3.5 Assess the landscape value of the Adelaide Park Lands including economic, environmental and cultural significance	- The updated Key Biodiversity Area (KBA) Management Plan was reviewed and supported - Kadaltilla and Council wrote to the State Government seeking their commitment to maintaining Key Biodiversity Areas 1 and 6, and provide advice on the potential impacts of the North Adelaide Public Golf Course and MotoGP projects on these two Key Biodiversity Areas

Expert Advice

Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence

Performance	Achievements and Measures
4.1 Provide advice on plans, projects, and policies for the Adelaide Park Lands	The advice of Kadaltilla was endorsed and adopted by Council as relevant
4.2 Engage with City of Adelaide and State Government including input into State Government initiatives	The State Government briefed the Board regarding the 2026 bp Adelaide Grand Final and Associated Motor Sport Event, and its potential impacts on the Adelaide Park Lands
4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies	- Supported the City of Adelaide's draft Adelaide Park Lands Leasing and Licensing Policy - Supported Park Lands Lease Agreements for: - A 10-year Lease Agreement with Adelaide TreeClimb in Blue Gum Park / Kurangga (Park 20)

Performance	Achievements and Measures
	• A 9-year Park Lands Lease Agreement with Blackfriars Priory School in Denise Norton Park / Pardipardinyilla (Park 2) • A 15-year Park Lands Lease Agreement with Adelaide Archery Club in Bullrush Park / Warnpangga (Park 10) • A 21-year Park Lands Lease Agreement with Adelaide Archery Club in Bullrush Park / Warnpangga (Park 10) • A 5-year Park Lands Lease Agreement with Christian Brothers College in Red Gum Park / Karrawirra (Park 12) • A 5-year Park Lands Lease Agreement with St Peter's College in Red Gum Park / Karrawirra (Park 12) • A 5-year Park Lands Lease Agreement with Torrens Rowing Club in Red Gum Park / Karrawirra (Park 12) • A 5-year Park Lands Lease Agreement with Pembroke School in Carriageway Park / Tuthangga (Park 17) • A 5-year Park Lands Lease Agreement with South Terrace Croquet Club in Carriageway Park / Tuthangga (Park 17) • A 5-year Park Lands Lease Agreement with Adelaide Harriers Athletics Club in Blue Gum Park / Kurangga (Park 20) • A 5-year Park Lands Lease Agreement with Club De Petanque d'Adelaide in Blue Gum Park / Kurangga (Park 20) • Endorsed a request from Tennis SA and Memorial Drive Tennis Club to vary the Leased areas under their respective Lease arrangements to reflect completed court reconfiguration works
4.4 Strengthen Kadaltilla's engagement with City of Adelaide, State Government, and adjoining Councils	• The City of Adelaide and State Government engaged with Kadaltilla
4.5 Increase the profile of the Kadaltilla Board	• Kadaltilla's social media platforms continued to inform and educate the public about the Board's activities and initiatives, providing insights into

Performance	Achievements and Measures
	ongoing projects, strategic priorities, and opportunities for community engagement Unveiled a new display stand at the City of Adelaide Customer Centre, offering residents, visitors, employees and the broader community a space to learn more about Kadaltilla and its role. The stand offers a selection of free seeds (collected from the Adelaide Park Lands) and plants (grown in the City of Adelaide nursery), encouraging locals to contribute to urban greening and biodiversity at home. Alongside the giveaways, visitors can browse and take home a range of printed materials detailing Kadaltilla's functions, responsibilities, and current priorities.

Governance

The City of Adelaide governance support enables Kadaltilla to meet legislative requirements and obligations arising from its Charter

Performance	Achievements and Measures
5.1 Maximise utilisation of skills, known and enthusiasm of Kadaltilla through effective meetings that foster dialogue and the development of shared thinking	Formal and informal opportunities were provided to share advice and expertise on the Adelaide Park Lands, including through meetings, workshops, and the Kadaltilla portal
5.2 Develop a high level of knowledge and understanding of the Park Lands amongst Members through regular site visits and briefings	- On 30 April 2026, Board Members attended a site tour in Victoria Park / Pakapakanthi (Park 16), King Rodney Park / Ityamai-itpina (Park 15), and Rymill Park / Murlawirrapurka (Park 14) - A briefing was requested from the State Government regarding its MotoGP proposal and potential impacts on the Adelaide Park Lands
5.3 Seek early input into issues relating to the Park Lands to ensure Kadaltilla advice is timely and relevant	- Kadaltilla was provided with advice on plans, projects and policies for the Adelaide Park Lands - Twelve items were reviewed by Kadaltilla between April 2026 and June 2026, including one external presentation
5.4 Monitor developments subsequent to Kadaltilla advice	The advice of Kadaltilla was endorsed and adopted by Council as relevant

Performance	Achievements and Measures
5.5 Advocate for the value of Kadaltilla as a proactive, accountable, independent, skills-based Board that advises on Park Lands management and protection	Kadaltilla provided advice to the Council and the State Government on strategic matters relating to the Adelaide Park Lands
5.6 General purpose accounts are operational	General purpose accounts were maintained by the City of Adelaide and Kadaltilla makes appropriate use of available finances provided by Council
5.7 Annual Business Plan and Budget is in place for Kadaltilla	An Annual Business Plan and Budget was prepared in accordance with legislative and Charter requirements, and is in place for Kadaltilla
5.8 Kadaltilla makes appropriate use of available finances provided by Council	- Quarterly finance reports were presented to Council - Financial management was undertaken in accordance with legislative and Charter requirements
5.9 The Adelaide Park Fund is operational	The Adelaide Park Lands Fund is operational, and monies are received and expended according to the provisions of Kadaltilla's Charter
5.10 Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the APLMS, Strategic Plan, and Business Plan and Budget	An Annual Report was prepared in accordance with legislative and Charter requirements
5.11 Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme	Kadaltilla maintains insurance coverage in line with the requirements of the Local Government Mutual Liability Scheme

Upcoming - Quarter 1 of 2026/27

Activities to be undertaken between 1 July to 30 September 2026 include:

- Strategic planning workshop with Kadaltilla Board Members
- Finalisation of Kadaltilla's 2025/2026 Annual Report
- MotoGP Consultation - South Australian Motor Sport Board
- External Kadaltilla Board Meeting

Budget Position April to June 2026

\$'000s	Prelim Actual	Budget	Variance
Grants, Donations, Sponsorships	242	323	(81)
Total Revenue	242	323	(81)
Employee Costs	(154)	(180)	26
Materials, Contracts and Other Expenses	(88)	(143)	55
Total Expenditure	(242)	(323)	81
Operating / Deficit	0	0	0

For 2025/2026, Kadaltilla's budget of \$322,609 was allocated as follows:

- Sitting Fees and Salary of \$254,554
- Brand and Marketing of \$26,317
- Insurance, Audit and Legal of \$22,168
- Operations (e.g. meetings, community forum) of \$14,420
- External Advice of \$5,150

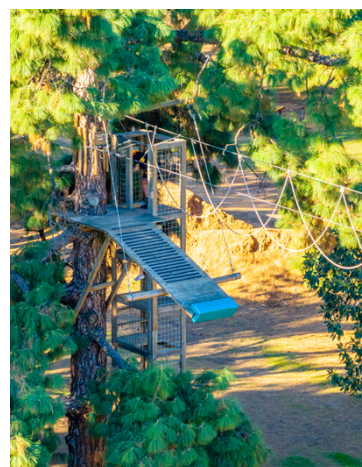
Quarter 4 Key Highlights



Received a presentation from the South Australian Motor Sport Board on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event



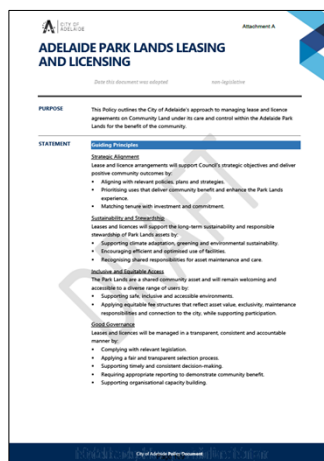
Authorised the Presiding Member to write to the Minister for Planning and the Chief Executive Officer of the South Australian Motor Sport Board with their feedback on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event



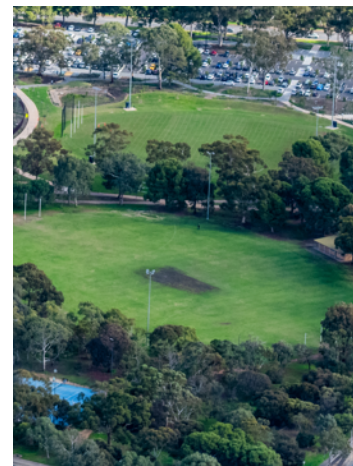
Endorsed the Lease Agreement with Adelaide TreeClimb SA in Blue Gum Park / Kurangga (Park 20)



Supported the City of Adelaide's draft Key Biodiversity Area (KBA) Management Plan for the seven KBA's in the Adelaide Park Lands



Supported the City of Adelaide's draft Adelaide Park Lands Leasing and Licensing Policy



Supported the Park Lands Lease Agreement to the Blackfriars Priory School for the community building and playing fields at Denise Norton Park /

Pardipardinyilla (Park 2)



Supported the Park Lands Lease Agreement with Adelaide Archery Club in Bullrush Park / Warnpangga (Park 10)



Supported the Park Lands Lease Agreement with West Adelaide Soccer Club in Mary Lee Park / Tulya Wardli (Park 27B)



Endorsed the request from Tennis SA and Memorial Drive Tennis Club to vary the leased areas under their respective Lease arrangements to reflect completed court reconfiguration works



Supported the Site Plan Concept Report for the proposed beach volleyball facility in Bonython Park / Tulya Wardli (Park 27)



Supported the Park Lands Lease Agreement with Christian Brothers College, St Peter's College, and Torrens Rowing Club in Red Gum Park / Karrawirra (Park 12)



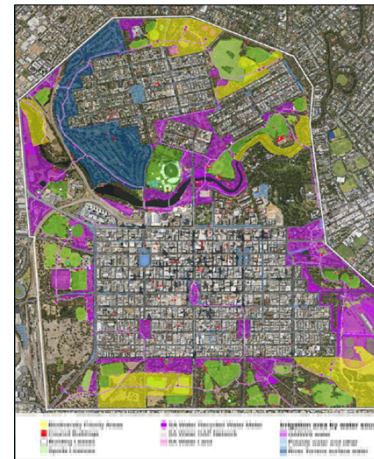
Supported the Park Lands Lease Agreement with Pembroke School and South Terrace Croquet Club in Carriageway Park / Tuthangga (Park 17)



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Undertook a Tree and Landscape Site Tour in Victoria Park / Pakapakanthi (Park 16), King Rodney Park / Ityamai-itpina (Park 15), and Rymill Park / Murlawirrapurka (Park 14)



Requested that Council considers reinstatement of the World Heritage Bid budget for 2026/2027



Noted progress by the City of Adelaide towards the draft Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes



Unveiled a new display stand at the City of Adelaide Customer Centre, offering residents, visitors, employees and the broader community a space to learn more about Kadaltilla and its role

Kadaltilla

Adelaide Park Lands Authority

P (08) 8203 7203

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W cityofadelaide.com.au/Kadaltilla

 linkedin.com/company/kadaltilla-adelaide-park-lands-authority

 [facebook.com/
KadaltillaAdelaideParkLandsAuthority](https://facebook.com/KadaltillaAdelaideParkLandsAuthority)

 instagram.com/kadaltilla_adelaideparklands/

Brown Hill Keswick Creek Stormwater Project

Project Newsletter

June 2026

Welcome

Capacity upgrades have recently been completed at:

- Lower Brown Hill Creek, Packages 1-3 – between the Airport and Birdwood Terrace
- Upper Brown Hill Creek, Area 3 Millswood – between Regent Street and Malcolm Avenue

Both projects were delivered successfully and significantly under budget.

Construction is well underway for 2 project locations in Upper Brown Hill Creek, with another 3 currently in the design phase. These 5 projects are all supported by Commonwealth Government funding under the Disaster Ready Fund and Urban Rivers and Catchments Program.

In This Edition

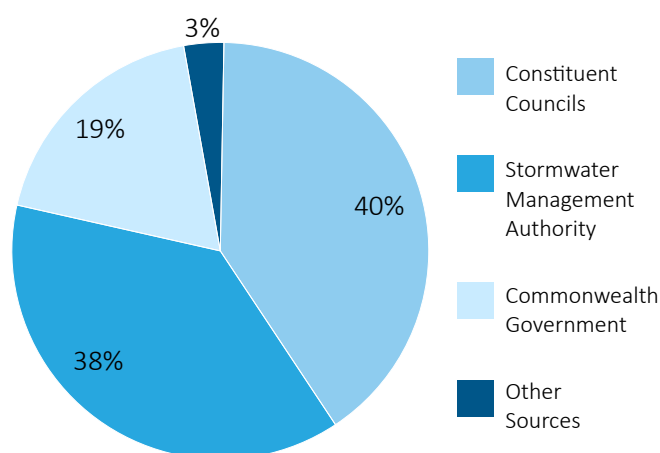
- Financial Summary
- 2025/26 Maintenance Budget
- Awards
- Lower Brown Hill Creek Packages 1 – 3
- Upper Brown Hill Creek Area 3, Millswood
- Upper Brown Hill Creek
 - Area 1: Wilberforce Walk
 - Area 1: Forestville Reserve
 - Area 2: Orphanage Park
 - Area 5: Hawthorn
 - Area 6: Betty Long Gardens

Financial Summary

Capital Funding Summary as at 31 May 2026

\$83.9m in capital funding has been received and has contributed towards delivery of \$73.9m of capital works. An additional \$8.3m of capital works are currently in progress.

- \$36.2m from the 5 Constituent Councils – the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens.
- \$33.9m from the Stormwater Management Authority.
- \$16.7m from the Commonwealth Government, being portion of a total \$21.6m commitment provided under 3 grant programs.
- \$2.8m from other sources including property owner contributions to projects and smaller State Government grant programs.



Capital Funding Contributors

2025/26 Operating Summary as at 31 May 2026

	Actual YTD	Budget YTD	Variance \$
Income	\$1,279,614	\$1,019,860	\$259,754
Expenses	\$878,661	\$907,808	\$29,147
Net Surplus	\$400,953	\$112,052	\$288,901
Depreciation	\$265,546	\$443,396	\$177,850



The Board approved the 2026/27 budget on 9 June 2026. The budget sees a \$160k reduction in operating contributions (\$32k per Council) and retention of capital contributions at \$4m collectively for the 5 Constituent Councils, to match the \$4m in capital funding annually from the Stormwater Management Authority. Capital works delivery will focus on design and construction of 5 Commonwealth funded projects in Upper Brown Hill Creek, design of the remaining sections of Lower Brown Hill Creek and continued engagement with the Department for Transport and Infrastructure and the Torrens to Darlington (T2D) Project regarding integration of our works with the North-South Corridor.

2025/26 Maintenance Budget

Annual Maintenance Actual vs Budget to 31 May 2026

YTD Actual	YTD Budget	Variance \$
\$222,650	\$326,370	(\$103,720)

¹ The Glenside GPTs have been cleaned 3 times this financial year. Most recently, GPT 1 was cleaned in March 2026. Regular inspections monitor capacity and another clean was scheduled in May, but wet weather has delayed this.

² Wetland maintenance is being provided under a services agreement in accordance with a defined maintenance schedule with scope for one-off requirements on an as-needs basis.

Awards

**Brown Hill and Keswick Creeks
Stormwater Board is one of this
year's LGA Mutual Awards recipients.**

The LGA Mutual awards recognise exceptional commitment and innovation in workplace health and safety and risk management across the South Australian Local Government sector.

The Brown Hill and Keswick Creeks Stormwater Board was one of two winners awarded the Risk Management Major Award for its Best Practice Operating Procedure (BPOP), developed to protect the community from risk of serious injury and drowning.

The BPOP provides a framework for the Board to:

1. Assess safety risks (both inherent and residual risks arising from works); and
2. Identify adequate fencing and safety barriers required to mitigate these risks.

The Board has been recognised for its practical and consistent approach to managing safety risks in stormwater works, helping improve safety outcomes for property owners, partner Councils, and the broader community.



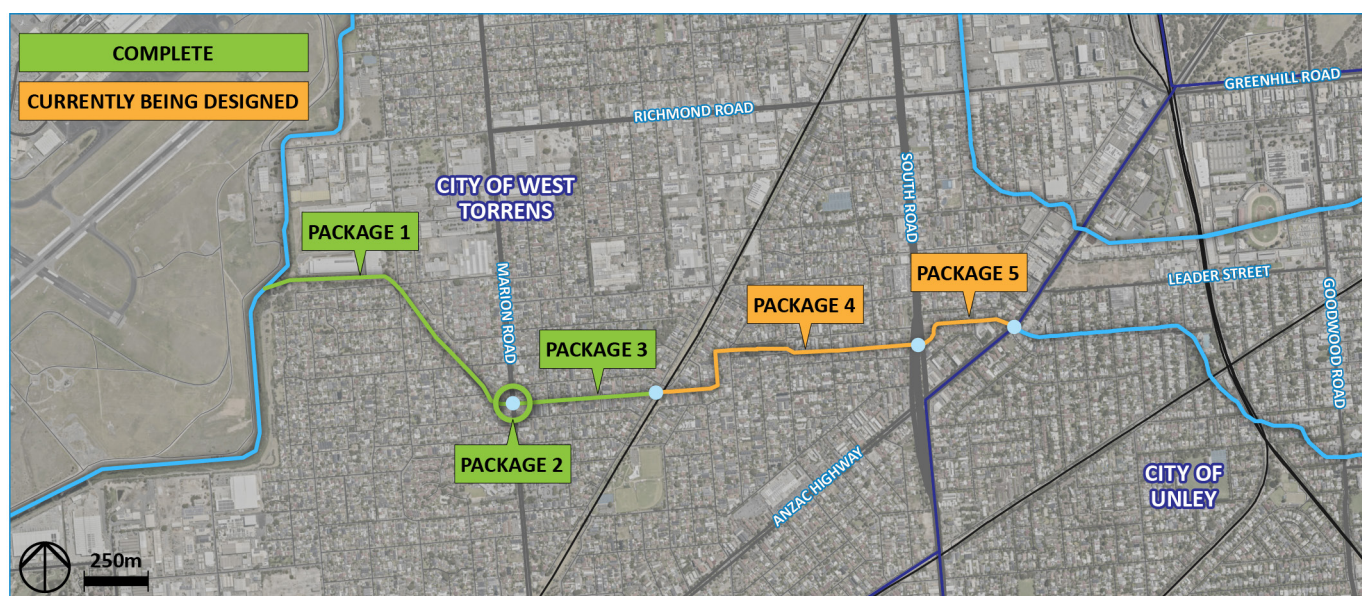
The Brown Hill Keswick Creek Stormwater Project was also recognised as an Award Legacy Story by Local Government Professionals as part of their 25 Years of Leadership Excellence celebrations.

Lower Brown Hill Creek Upgrades

Packages 1-3

Construction of packages 1-3 of the Lower Brown Hill Creek upgrades has recently been completed. Some property matters are ongoing, including easement registration and land transfer, with these matters to be concluded in the coming weeks.

COMPLETE



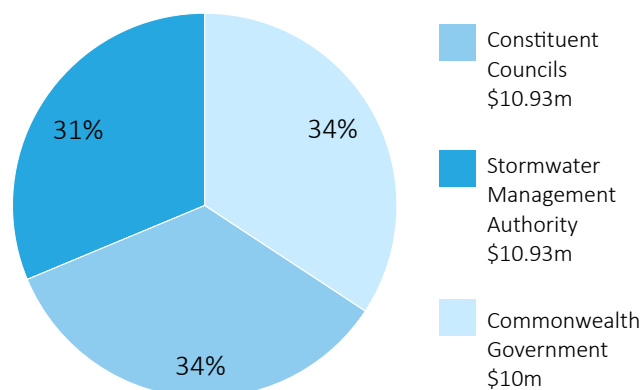
Packages 1-3 extend from the convergence of Brown Hill Creek with Keswick Creek at the downstream end (at the eastern side of the Airport), to Birdwood Terrace at the upstream end. Approximately 1.7km of channel has been doubled in flow capacity and 4 new crossings have been constructed at Watson Avenue, Harvey Avenue, Marion Road and Birdwood Terrace.

These upgrades were delivered with \$10m of Commonwealth funding, provided under the Preparing Australian Communities Program. This grant has now been fully expended and acquitted.

This project has therefore almost achieved the funding split envisaged within the Stormwater Management Plan, whereby each tier of Government contributes 1/3rd of the total cost of the project.



The actual project cost is expected to be
\$620k
below budget



Upper Brown Hill Creek

Area 3: Millswood



Upgrade of this section of Upper Brown Hill Creek was completed some time ago, with only landscape reinstatement works remaining. The project involved a doubling of the capacity of a section of Brown Hill Creek, from just downstream of Regent Street at the downstream end to Malcolm Street at the upstream end, including upgrade of the Regent Street culvert. The entirety of the creek in this location traverses through privately owned property and across Council roads.

The project was delivered in a heavily constrained environment and the works were designed in collaboration with property owners to meet the flow capacity requirements while being sympathetic to the natural environment and the individual and unique objectives of each owners.

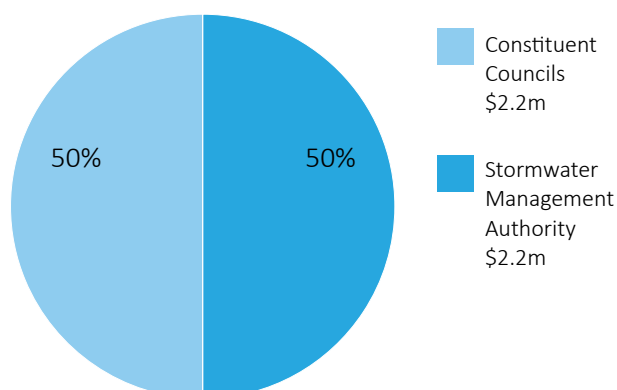
Channel solutions included a combination of stacked rock or upright concrete block constructed walls, often transitioning from one treatment to another as the creek moves through different properties. Cobbles were reinstated within the base of the channel, with more robust base treatment in specified locations where required to support higher velocity flows.

These upgrades did not receive any Commonwealth funding and the total project cost has therefore been funded by the Board – with expenses shared equally between the Constituent Councils and the Stormwater Management Authority.



The actual project cost is expected to be

\$846k
below budget



Upper Brown Hill Creek

Area 1: Wilberforce Walk, Forestville



The Wilberforce Walk project, between Third Avenue and Leah Street in Forestville, is partially funded under the Commonwealth Government's Disaster Ready Fund. Design plans are currently progressing in consultation with City of Unley, and property owner engagement is commencing. Pre-construction activities are scheduled to commence in spring.

In its current form the channel and road crossings are of insufficient capacity to accommodate major flows. The condition of the existing watercourse has been significantly altered from its natural condition, with a concrete low flow channel and steep banks that are prone to erosion. Where Brown Hill Creek passes beneath Second Avenue there are currently no footpaths, resulting in pedestrian safety concerns.

A significant Red Gum must be protected in this location and the channel bank adjacent this tree will be a stacked rock wall treatment to ensure that the structural root zone of the tree is not impacted by the works. For the other sections of channel bank, a vertical concrete block wall will be used to minimize the width of Wilberforce Walk that is required for the open channel and to maximize the area between the channel and shared path for the establishment of new trees and plantings.

Area 1: Forestville Reserve



The Forestville Reserve project is partially funded under the Commonwealth Government's Urban Rivers and Catchments Program. Design plans are currently progressing in consultation with City of Unley. Pre construction activities are scheduled to commence in spring.

The condition of the existing Brown Hill Creek watercourse through Forestville Reserve has been significantly altered from its natural condition. The concrete low flow channel and steep banks require restoration efforts to improve ecological health and biodiversity.

New gabion walls will be constructed for the channel banks and on the western side of the channel, the new gabion walls will be constructed in a terraced configuration to maximise the opportunity for new plantings. The existing concrete base will be removed and replaced with cobble stones to promote groundwater replenishment.

Upper Brown Hill Creek

Area 2: Orphanage Park



The Orphanage Park project is partially funded under the Commonwealth Government's Urban Rivers and Catchments Program. Design plans are currently progressing in consultation with City of Unley. Broader community engagement has not yet commenced and construction is not scheduled to commence until 2027.

The condition of the existing Brown Hill Creek watercourse through Orphanage Park is significantly degraded with sedimentation and bank erosion impacting riparian vegetation.

The design must be cognisant of the existing features of the reserve by:

- Retaining and protecting significant, regulated and native trees in preference to weed and exotic species in the watercourse corridor.
- Retaining and protecting the heritage stone channel base.
- Improving the pedestrian and cycle access at the culvert crossing in the reserve.
- Retaining the existing culvert crossing at Mitchell Street.

Area 5: Hawthorn



The Hawthorn project, between Cross Road and Hampton Street, is partially funded under the Commonwealth Government's Disaster Ready Fund. Agreements were reached with all impacted property owners and construction has commenced, with channel upgrades being delivered from the downstream end. Works have now ceased on site over the winter period and will reconvene in spring with completion of the channel upgrades and the Hampton St crossing.

This is a known flooding hotspot with multiple properties at this location inundated by high flow events in 2005, 2016 and 2023. The watercourse bisects several private properties and, in some locations, represents an asset of high intrinsic value that is fully integrated with landscaping. For other properties, the watercourse is less maintained and is delineated from useable yard areas. A new culvert crossing will be constructed at Hampton Street with new footpaths being provided on both sides of the road.



Upper Brown Hill Creek

Area 6: Betty Long Gardens



The Betty Long Gardens project is partially funded under the Commonwealth Government's Urban Rivers and Catchments Program. Construction commenced in January and is almost complete, with landscape reinstatement remaining.

The condition of the existing watercourse had been significantly impacted by high flow events in 2005, 2016 and 2023 which caused erosion of the creek bed and undermining of the channel banks. Rehabilitation has protected the significant Kauri trees located along the top of the western bank.

New gabion walls have been constructed with limited disturbance to the existing channel banks and are filled with sandstone quartzite stones to prevent erosion. The baskets are durable and flexible and will tolerate future ground movements.

A site visit was recently attended by Louise Miller-Frost MP, Federal Member for Boothby, along with representatives of the Stormwater Management Authority, City of Mitcham and the Brown Hill and Keswick Creeks Stormwater Board.



2026-36 Long Term Financial Plan - Draft for Public Consultation

Strategic Alignment - Our Corporation

Public

Tuesday, 18 August 2026
City Finance and Governance Committee

Program Contact:
Mitch Woods, Associate Director
Finance & Procurement

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

This report presents the Draft 2026/27 - 2035/36 Long Term Financial Plan for the Committee's consideration for the purposes of public consultation.

The Draft 2026/27 - 2035/36 Long Term Financial Plan (LTFP) demonstrates that the City of Adelaide can maintain long-term financial sustainability while continuing to invest in critical infrastructure, community assets and strategic initiatives. The Draft LTFP has been developed in alignment with Council's Strategic Plan, Infrastructure and Asset Management Plans, 2026/27 Annual Business Plan and Budget, and adopted financial principles.

Key outcomes of the Draft LTFP include:

- Financial sustainability is maintained over the ten-year planning period through ongoing operating surpluses, responsible expenditure management and sustainable revenue growth.
- Asset renewal funding progressively improves, with the Asset Renewal Funding Ratio increasing to 100% by 2031/32, ensuring infrastructure is renewed at the rate it is consumed and reducing the risk of future asset deterioration.
- Approximately \$849 million in asset renewal expenditure is forecast over the life of the Draft LTFP, together with approximately \$142 million in new and upgraded assets, supporting community services, economic activity and city growth.
- Borrowings remain within Council's adopted prudential limits throughout the LTFP period and continue to be used appropriately to fund long-lived assets that deliver benefits across multiple generations.
- Significant asset renewals remain the most material long-term financial challenge, including Adelaide Bridge, Torrens Weir and Rundle UPark. The Draft LTFP adopts a conservative position by assuming these projects are funded by Council unless external funding is secured.
- Advocacy for State and Federal funding remains a priority, recognising the regional and state significance of several major infrastructure assets and the substantial benefits external contributions could deliver to Council's long-term financial position.
- Opportunities to strengthen financial resilience are actively being pursued, including strategic property initiatives, investment through the Future Fund, growth in the city rate base, and productivity improvements through digital transformation and artificial intelligence.

Overall, the Draft Long Term Financial Plan provides a balanced and sustainable pathway that supports the ongoing delivery of services, responsible stewardship of community assets, and investment in Adelaide's future while maintaining affordability, financial flexibility and resilience.

RECOMMENDATION

The following recommendation will be presented to Council on 25 August 2026 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves the Draft 2026/27 - 2035/36 Long Term Financial Plan contained in Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee on 18 August 2026, for the purpose of public consultation.
 2. Notes the long term financial sustainability of the Draft 2026/27 - 2035/36 Long Term Financial Plan based on the adopted assumptions.
 3. Approves a 21 day Public consultation period in accordance with the *Local Government Act 1999* (SA), commencing at 9:00am on Wednesday 26 August 2026 and concluding 11:59pm on Tuesday 15 September 2026.
 4. Authorises the Chief Executive Officer to make any necessary changes to the Draft 2026-36 Long Term Financial Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation The Long Term Financial Plan is one of the City of Adelaide's legislatively required Strategic Management Plans. It is a fundamental part of responsible management and reporting of City finances and underpins the City's financial sustainability.
Policy	The Draft 2026/27 - 2035/36 Long Term Financial Plan has been prepared in accordance with all endorsed Financial Policies.
Consultation	Subject to Council approval a public consultation on the Draft 2026/27 - 2035/36 Long Term Financial Plan will open at 9.00am on Wednesday 26 August 2026 and close 11.59pm Tuesday 15 September 2026.
Resource	The Draft 2026/27 - 2035/36 Long Term Financial Plan identifies how Council's resources will be allocated in meeting the 2026/27 deliverables and objectives of the Strategic Plan.
Risk / Legal / Legislative	Council is required under the <i>Local Government Act 1999</i> to develop and maintain a Long Term Financial Plan as part of its suite of Strategic Management Plans. The Draft LTFP has been prepared to support Council in meeting these statutory obligations. Failure to maintain a contemporary Long Term Financial Plan may reduce Council's ability to effectively assess long-term affordability, infrastructure funding requirements and emerging financial risks. The Draft LTFP assists Council in identifying and managing long-term financial, operational and infrastructure risks while supporting informed decision-making.
Opportunities	Public consultation will provide the community with an opportunity to provide feedback on the Draft LTFP. Community members can provide feedback on issues that affect them with the commitment of Council to provide pathways for their input.
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The Long Term Financial Plan (LTFP) is one of Council's key Strategic Management Plans. The LTFP projects Council's financial performance, position and cashflows over a ten-year period and assists Council in evaluating the affordability and sustainability of future decisions.
2. As South Australia's capital city council, the City of Adelaide is responsible for maintaining significant public infrastructure and delivering services that support residents, business workers, students, and visitors. The scale and complexity of these responsibilities require long-term planning to ensure financial sustainability is maintained while responding to changing community needs and external pressures.
3. The Draft LTFP has been prepared based on Council's adopted strategic priorities, current service levels, asset management requirements and a range of economic and financial assumptions relating to inflation, growth, workforce costs and interest rates.

Financial Sustainability

4. The Draft LTFP continues Council's focus on maintaining financial sustainability and building upon the improvements achieved through previous budget repair initiatives. The Draft LTFP adopts a long-term approach to balancing operating performance, infrastructure investment, debt affordability and service delivery requirements.
5. The Draft LTFP has been developed in accordance with Council's financial principles, including intergenerational equity, transparent decision making, appropriate use of borrowings and sustainable asset renewal funding.
6. The financial projections indicate that Council can maintain positive long-term financial outcomes while responding to increasing infrastructure renewal requirements and continuing to invest in strategic priorities.

Asset Renewal and Infrastructure Investment

7. A key feature of the Draft LTFP is the funding pathway established to address the asset renewal requirements identified through the adopted Infrastructure and Asset Management Plans. The Draft LTFP progressively increases funding for asset renewal and is forecast to achieve a 100% Asset Renewal Funding Ratio by 2031/32.
8. The Draft LTFP includes investment in the renewal and maintenance of roads, footpaths, buildings, parks, public spaces and other community infrastructure, together with provision for significant future renewals including Adelaide Bridge, Torrens Weir and Rundle UPark.
9. Over the ten-year period, the Draft LTFP includes approximately \$849 million in asset renewal expenditure and approximately \$142 million for identified new and upgraded assets.

Revenue and Borrowings

10. The Draft LTFP assumes rates revenue growth broadly aligned with inflation while incorporating development growth and targeted increases necessary to support long-term asset renewal funding requirements. This approach seeks to balance affordability considerations with Council's responsibility to maintain services and infrastructure.
11. Borrowings continue to be used as an appropriate funding mechanism for major infrastructure projects and long-lived assets that provide benefits across generations. Projected debt levels remain within Council's adopted prudential limits throughout the period of the Draft LTFP.

Risk and Opportunities

12. The Draft LTFP identifies a range of risks and opportunities that may impact future financial outcomes, including inflation, workforce costs, construction cost escalation, interest rate movements, legislative reform and availability of external funding.
13. The Draft LTFP also identifies opportunities to improve long-term financial resilience through strategic property initiatives, future fund investments, digital transformation, productivity improvements and continued advocacy for external funding contributions toward major infrastructure projects.

Key Outcomes

14. The Draft 2026/27 - 2035/36 Long Term Financial Plan demonstrates that the City of Adelaide can maintain long-term financial sustainability while continuing to invest in critical infrastructure, community assets and strategic city-shaping initiatives. The Draft LTFP has been developed in alignment with Council's Strategic Plan, Infrastructure and Asset Management Plans, 2026/27 Annual Business Plan and Budget, and adopted financial principles.
15. Key outcomes of the Draft LTFP include:
 - 15.1. Financial sustainability is maintained over the ten-year planning period through ongoing operating surpluses, responsible expenditure management and sustainable revenue growth.
 - 15.2. Asset renewal funding progressively improves, with the Asset Renewal Funding Ratio increasing to 100% by 2031/32, ensuring infrastructure is renewed at the rate it is consumed and reducing the risk of future asset deterioration.
 - 15.3. Approximately \$849 million in asset renewal expenditure is forecast over the life of the Draft LTFP, together with approximately \$142 million in new and upgraded assets, supporting community services, economic activity and city growth.
 - 15.4. Borrowings remain within Council's adopted prudential limits throughout the planning period and continue to be used appropriately to fund long-lived assets that deliver benefits across multiple generations.
 - 15.5. Significant asset renewals remain the most material long-term financial challenge, including Adelaide Bridge, Torrens Weir and Rundle UPark. The Draft LTFP adopts a conservative position by assuming these projects are funded by Council unless external funding is secured.
 - 15.6. Advocacy for State and Federal funding remains a priority, recognising the regional and state significance of several major infrastructure assets and the substantial benefits external contributions could deliver to Council's long-term financial position.
 - 15.7. Opportunities to strengthen financial resilience are actively being pursued, including strategic property initiatives, investment through the Future Fund, growth in the city rate base, and productivity improvements through digital transformation and artificial intelligence.
16. Overall, the Draft LTFP provides a balanced and sustainable pathway that supports the ongoing delivery of services, responsible stewardship of community assets, and investment in Adelaide's future while maintaining affordability, financial flexibility and resilience.

Consultation Process

17. The Draft LTFP was considered by the Audit and Risk Committee at its meeting held 14 August 2026, and its feedback will be incorporated into the final draft for Council adoption.
18. During the development of the Draft LTFP, a workshop was conducted with the City Finance and Governance Committee at its 21 July 2026 meeting.
19. Following the approval of Council, the Draft 2026/27 - 2035/36 Long Term Financial Plan will be placed on public consultation for a period of 21 days.

Next Steps

20. Undertake public consultation in accordance with Council's consultation policy and guidelines.
21. At its meeting on 22 September 2026, provide for noting to Council a report that summarises community feedback received through consultation.
22. At its meeting on 20 October 2026, seek City Finance and Governance Committee recommendation for Council adoption of the Draft LTFP (including any updates incorporated from the consultation) at the 27 October 2026 Council meeting.

ATTACHMENTS

Attachment A – Draft 2026/27 - 2035/36 Long Term Financial Plan

LONG TERM FINANCIAL PLAN

2026/27 to 2035/36



ACKNOWLEDGEMENT OF COUNTRY

The City of Adelaide acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

City of Adelaide tampinhi, ngadlu Kurna yartangka panpapanpalyarrinhi (inparrinhi). Kurna Miyurna yaiya mathanya Wama Tarntanyaku. Parnaku yaiya, parnaku tapa purruna, parnaku yarta, ngadlu tampinhi.

Yalaka Kurna miyurna ithu yaiya, tapa purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi. Kumartarna yaiya miyurna iyangka yalaka ngadlu tampinhi.

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ABOUT THE PLAN

As the capital city council of South Australia, the City of Adelaide operates in a unique environment.

We provide infrastructure and services that support not only our residents, but a significantly larger daily population of workers, students, and visitors. We maintain assets of state importance and contribute to the economic, cultural, and civic life of the State. This broader role shapes both the scale of our responsibilities and the financial context in which we operate.

This Long Term Financial Plan (LTFP) sets out how Council will manage these responsibilities in a financially sustainable manner over the next ten years. It provides a framework for balancing service delivery, infrastructure investment, asset stewardship and financial capacity, ensuring that resources are allocated in a way that supports both current and future community needs.

The Plan recognises that demand for services, infrastructure and investment within the City consistently exceeds the revenue available through a rates-based funding model. As a result, the Council must continually make informed decisions about priorities, affordability, and value to ensure long-term sustainability.

The LTFP is a strategic planning tool that aligns projected revenue, expenditure, asset investment and borrowings with Council's objectives. It does not necessarily determine specific projects, services or annual budget decisions. Rather, it provides the financial framework within which those decisions can be made, allowing Council to assess future scenarios, understand financial risks and opportunities, and evaluate the long-term impacts of its decisions.

A number of significant challenges will shape Council's financial outlook over the coming decade, including renewing ageing infrastructure, responding to a growing and changing community, managing cost pressures, and ensuring the continued delivery of high-quality services. Addressing these challenges while maintaining a strong financial position is fundamental to Council's role as South Australia's capital city council.

To guide decision-making, the Plan is underpinned by a Financial Strategy focused on three key areas:

- **Sustainable Services:** ensuring services remain affordable, effective, and responsive to community needs.
- **Infrastructure Investment:** maintaining and renewing assets while supporting future growth and development.
- **Financial Position:** preserving Council's long-term financial capacity and resilience.

The Plan measures performance against a range of financial strategy parameters and industry benchmarks. While individual indicators may fluctuate in particular years, the overall objective is to maintain positive financial trends and achieve financial sustainability over the life of the Plan.

Importantly, the LTFP is a living document. It will be reviewed and updated regularly to reflect changes in economic conditions, legislative requirements, funding arrangements and community expectations. Through this process, Council will continue to ensure that financial sustainability remains at the centre of planning, investment and service delivery decisions, enabling the City of Adelaide to confidently meet the needs of current and future generations.

The Long Term Financial Plan provides the financial roadmap to support a vibrant, sustainable and resilient capital city for the future.

STRATEGIC CONTEXT

Council's financial planning is undertaken in an environment of increasing complexity. Community expectations continue to evolve, requiring investment in public infrastructure, environmental sustainability, city activation, community wellbeing and economic development. At the same time, rising costs, inflationary pressures, asset renewal requirements and uncertainty in the broader economic environment place increasing demands on Council's financial resources.

The City's infrastructure portfolio represents a significant community asset and includes roads, footpaths, parks, buildings, community facilities and public spaces. Maintaining and renewing these assets at appropriate service levels is essential to preserving community value and supporting the ongoing growth and vitality of the city.

The LTFP supports the delivery of Council's Strategic Plan 2024-28 by aligning financial capacity with strategic priorities. It provides a mechanism for assessing the long-term affordability of services and infrastructure, evaluating emerging opportunities and risks, and ensuring that decisions made today do not compromise future financial sustainability.

The Plan has been prepared on the principle of intergenerational equity, recognising that the cost of delivering services and investing in infrastructure should be shared fairly between current and future beneficiaries. It also seeks to balance investment needs with the capacity of the community to fund those investments through rates, fees, charges and other revenue sources.

Over the next ten years, Council will continue to face a range of strategic challenges and opportunities, including:

- Renewing and maintaining ageing infrastructure assets.
- Supporting population growth and economic development.
- Responding to changing community expectations and service demands.
- Managing financial impacts associated with inflation and cost escalation.
- Advancing environmental sustainability and climate resilience initiatives.
- Maintaining financial flexibility and resilience in an uncertain economic environment.

This Plan provides the framework through which Council can respond to these challenges while maintaining a strong and sustainable financial position. It supports responsible stewardship of community resources and the ongoing delivery of services and infrastructure that contribute to Adelaide's success as a thriving capital city.

Strategic Planning Framework

The Long Term Financial Plan forms part of Council's strategic planning framework and is closely aligned with:

- City Plan 2036
- Strategic Plan 2024-2028
- Long Term Financial Plan
- Suite of Asset Management Plans

Together, these plans ensure that Council's strategic objectives are supported by a financially sustainable and achievable funding pathway.

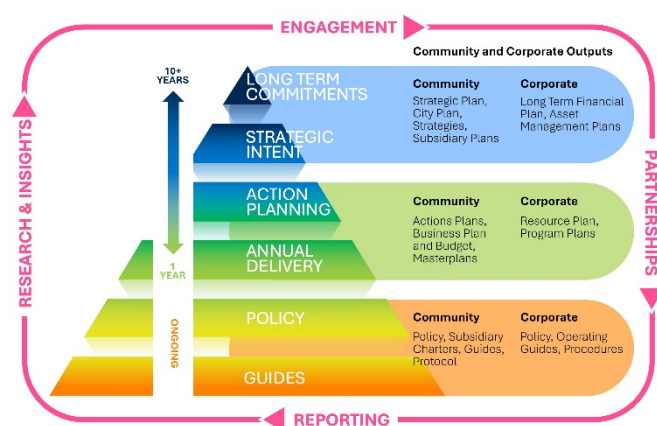


Figure 1: City of Adelaide Strategic and Corporate Planning Approach

BASIS OF PREPARATION

This Long Term Financial Plan (LTFP) presents Council's projected financial position for the ten-year period from 2026/27 to 2035/36.

The Plan has been prepared to support long-term decision-making and financial sustainability and forms part of Council's integrated planning framework. It has been developed based on the 2026/27 Business Plan and Budget, the City of Adelaide Strategic Plan 2024-2028, adopted Infrastructure and Asset Management Plans, and other relevant strategic and financial policies.

The LTFP has been prepared in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*. It is reviewed and updated annually to reflect changes in Council priorities, financial performance, economic conditions and other relevant information.

As a long-term forecast, the Plan is based on assumptions and estimates about future events and conditions. Actual results will vary from those projected due to factors that cannot be known with certainty at the time of preparation. The LTFP should therefore be regarded as a strategic planning tool rather than a prediction of future financial outcomes.

In developing the financial projections, Council has considered:

- Strategic priorities contained within the City of Adelaide Strategic Plan.
- Infrastructure renewal, upgrade and new asset investment requirements identified through adopted Infrastructure and Asset Management Plans.
- Council's current financial position and long-term financial sustainability objectives.
- Population growth, economic activity, inflation, interest rates and other relevant economic assumptions.
- Current and anticipated service levels, reflecting community needs and expectations.
- Revenue and funding mechanisms available to Council, including rates, fees and charges, grants, borrowings and investment income.
- Council policies relating to rating, treasury management and financial governance.
- Opportunities, risks and emerging cost pressures, including the impacts of climate change and evolving service demands.

The assumptions underpinning the LTFP are reviewed annually to ensure the Plan remains relevant, realistic and responsive to changing circumstances.

FINANCIAL SUSTAINABILITY

The City of Adelaide's financial sustainability goal is to maintain the capacity to deliver services, manage and renew infrastructure, and invest in the future prosperity of the city without placing an unreasonable financial burden on current or future generations.

Financial sustainability is fundamental to Council's ability to fulfil its role as South Australia's capital city council. It requires balancing community expectations, service delivery and infrastructure investment with the financial resources available to support them, both now and over the long term.

Consistent with this objective, Council has adopted the Australian Local Government Association's definition of financial sustainability:

"A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

This approach is underpinned by two key principles:

- **Intergenerational equity:** ensuring that the current generation contributes appropriately to the cost of the services and infrastructure it consumes.
- **Prudent investment:** ensuring that borrowings used to fund long-lived assets and infrastructure are managed responsibly and do not place an unreasonable burden on future generations.

Maintaining financial sustainability requires Council to generate sufficient operating surpluses, adequately fund the renewal of existing assets, responsibly manage debt and maintain the financial flexibility required to respond to future opportunities and challenges.

Financial Sustainability Context

Over recent years, Council has undertaken a deliberate program of budget repair to strengthen its financial position and address structural financial pressures that had impacted its ability to sustainably renew assets, invest in infrastructure and deliver services.

These actions have significantly improved Council's financial outlook. While important progress has been made, maintaining and building upon these gains remains critical to ensuring long term financial

sustainability.

Council continues to operate in a challenging financial environment. Like households, businesses and governments across Australia, it faces ongoing cost pressures associated with inflation, construction escalation and increasing service delivery costs. At the same time, expectations for maintaining high-quality public infrastructure and services continue to grow.

In 2024, Council adopted six Infrastructure and Asset Management Plans (IAMPs), which identified a substantially higher level of investment required to maintain and renew Council's infrastructure assets.

Consistent with Council's financial principles and local government best practice, the funding required to renew existing assets is primarily sourced through operating revenue. This approach supports intergenerational equity by ensuring the cost of consuming infrastructure is borne by those who benefit from it.

Accordingly, the focus of this Long Term Financial Plan is not solely on achieving financial sustainability, but on maintaining it. The Plan provides a framework that supports continued investment in infrastructure and services while preserving Council's long-term financial resilience and capacity to respond to future opportunities and challenges.

Financial Principles

Council has adopted a set of financial principles that underpin this Long Term Financial Plan and guide financial decision-making across the organisation. These principles provide a framework for balancing community expectations, service delivery, infrastructure investment and financial sustainability.

The principles promote transparency in decision-making, equitable funding arrangements, responsible stewardship of community assets and the long-term financial capacity of the Council. They support a sustainable approach to rates, fees and charges, prudent use of borrowings, and investment in infrastructure and services that remains affordable over time.

Together, these principles form Council's Financial Strategy and provide the foundation for the Long Term Financial Plan. They guide the development of annual budgets, inform major financial decisions and support Council's objective of delivering sustainable outcomes

for the community while maintaining a strong financial position.

The financial principles guiding this Long Term Financial Plan are:

- Transparency in decision making.
- Adopting an approach to rates, fees and charges that is fair and equitable.
- Reflecting the community's service delivery needs.
- Continuing delivery of at least the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI).
- Adopting fees and charges that reflect the cost of services provided.
- Maintaining the current rating system.
- Maintaining an operating surplus.
- Capitalising on external funding opportunities and recognising the potential need for increased borrowings where matched funding delivers community benefit.
- Considering new and diversified revenue streams and the role of Council's commercial businesses to reduce reliance on existing revenue sources.
- Adjusting rate revenue after consideration of all other budget components, while recognising growth revenue as a contributor to servicing new rateable properties and borrowings.
- Funding new or enhanced services, assets and maintenance through reprioritisation, additional revenue or savings, rather than borrowings.
- Basing capital renewal expenditure on adopted Asset Management Plans and prioritising investment according to asset condition and risk.
- Provisioning a future fund from proceeds of underperforming asset divestments to support investment in future revenue-generating assets.
- Considering the disposal, acquisition and repurposing of property assets to unlock future value and prosperity for the City without incurring a financial loss.
- Using borrowings to fund new and upgrade projects, including major projects, rather than operating activities or asset renewal.

- Using short-term borrowings to support the Asset Renewal Repair Fund, enabling increased renewal expenditure to be spread over time and repaid through temporary sustainable rate increases.
- Generating a Cash Flow from Operations Ratio greater than 100 per cent to ensure sufficient operating cash is available to fund asset replacement and service debt obligations.

Measuring Financial Sustainability

The effectiveness of Council's Financial Strategy is assessed through a range of financial sustainability indicators. These indicators provide an objective measure of Council's capacity to fund services, maintain and renew infrastructure, and manage its financial obligations over the long term.

Financial sustainability is principally monitored through three key indicators:

- **Operating Surplus Ratio:** measures the affordability of Council's services by comparing operating revenue with operating expenditure.
- **Net Financial Liabilities Ratio:** measures the affordability of Council's borrowings and financial commitments relative to operating revenue.
- **Asset Renewal Funding Ratio:** measures the extent to which Council is funding the renewal of its existing assets relative to the level of renewal required.

These indicators are widely used across the local government sector and provide insight into Council's operating performance, financial capacity and asset sustainability.

In addition to these core indicators, Council monitors a broader suite of financial and operational measures to assess financial performance, resilience and long-term sustainability. Collectively, these measures provide a comprehensive view of Council's financial health and support informed decision-making.

The Long Term Financial Plan tracks these indicators over the ten-year planning horizon and compares performance against industry benchmarks. While individual indicators may fluctuate from year to year because of specific projects, economic conditions or strategic decisions, the overall objective is to maintain positive long-term trends and achieve sustainable financial outcomes over the life of the Plan.

KEY ASSUMPTIONS

The Long Term Financial Plan is based on a series of assumptions about future economic conditions, service delivery requirements, asset investment needs and funding sources. These assumptions provide the foundation for the financial projections contained within the Plan and are reviewed annually to reflect emerging information and changing circumstances.

The key assumptions underpinning the Plan relate to:

- Rate revenue growth.
- Fees and charges.
- Salaries and wages.
- Other operating revenue and expenditure.
- Inflation and interest rates.
- Capital investment and asset renewal requirements.

As a long-term forecasting document, actual financial outcomes will vary from those projected. The assumptions adopted represent Council's best estimate of future conditions at the time of preparing the Plan.

Forecast Inflation

Forecast inflation is a key driver of both Council's revenue and expenditure projections.

The South Australian Centre for Economic Studies (SACES) forecasts have been adopted for the 2026/27 Budget and the initial years of the Long Term Financial Plan where available. For later years, the Plan assumes inflation consistent with the midpoint of the Reserve Bank of Australia's long-term target range of 2.0% to 3.0%.

Using these recognised forecasting sources provides consistency across the planning horizon and ensures that assumptions reflect both local economic conditions and broader national economic expectations.

Rates

Rates are Council's primary source of recurrent revenue and play a critical role in supporting the financial sustainability objectives of this Plan.

Over the life of the Plan, rate revenue growth has been modelled to align broadly with forecast inflation, while also incorporating revenue growth from new developments and targeted increases required to

support Council's infrastructure renewal and financial sustainability objectives.

The Plan includes:

- Growth from new developments and capital improvements of approximately 1.5% per annum.
- A temporary increase of 2.0% in the short term through to 2027/28 to support the transition from the budget repair phase while balancing community expectations and capacity to pay.
- An additional increase of approximately 0.4% to 0.5% per annum over eight years to progressively improve the Asset Renewal Funding Ratio and address identified infrastructure renewal funding requirements.

This approach reflects Council's commitment to maintaining service levels, sustainably funding asset renewal and preserving financial sustainability, while seeking to minimise the financial impact on ratepayers.

Rate revenue projections are reviewed annually and may be adjusted in response to changes in economic conditions, inflation forecasts, property valuations, growth trends and Council priorities.

Fees and Charges

Fees and charges represent an important source of revenue and are reviewed annually as part of the Business Plan and Budget process. Council seeks to ensure that fees appropriately reflect the cost of service delivery, market conditions and broader strategic objectives.

There are three principal types of fees charged by Council:

- General fees and charges set by statute (via the State Government)
- General fees and charges set by Council (or under delegation)
- Commercial fees and charges set under delegation.

Statutory charges, such as fees associated with services regulated under the *Road Traffic Act 1961*, the *Planning, Development and Infrastructure Act 2016*, the *South Australian Public Health Act 2011*, the *Food Act 2001* and the *Dog & Cat Management Act 1995* reflect dollar increments or percentage increases as specified by the respective authority or body.

Fees and charges set by Council or under delegation are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that the fees:

- Reflect (or move progressively toward) the cost of the services delivered
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Strategic Financial Parameters.

For the purposes of the LTFP, it is assumed that fees and charges will increase, on average, in line with CPI unless there are specific circumstances that will have a material impact on the quantum of fees and charges, such as changes in property tenancies associated with the Adelaide Central Market Arcade Redevelopment.

Fees for Council's commercial operations, including commercial properties and the UPark car parks will be subject to market conditions and commercial considerations on a year by year basis. However, for the LTFP, increases have been aligned to the movement in the price index.

Grants, Subsidies and Contributions

Ongoing grants, subsidies and contributions are assumed to continue for the life of the Plan unless existing agreements are known to expire, change or cease.

Where grants, subsidies and contributions are for specific projects or related to specific events, they will be recognised in the LTFP in line with the relevant accounting standards.

Employee Costs

Salaries and wages forecasts are based on current and/or expected enterprise agreement outcomes. Employee cost projections reflect the terms of existing enterprise agreements. Where there is no current agreement the increase assumption is based on CPI. Actual increases will be dependent upon future enterprise agreement negotiations, with new agreements reflected in the LTFP upon the completion

of negotiations. Increases in the Superannuation Guarantee are consistent with Australian Taxation Office advice.

Contractual Expenditure and Materials (including Utilities)

Expenditure is generally increased by the price index unless there are specific costs of a material value that are known or forecast to vary significantly from the price index (e.g. electricity contract, hard waste levy).

Service Delivery

City of Adelaide is responsible for the delivery of a range of service offerings to its ratepaying community and visitors alike. Council delivers these services through its 17 Programs and three wholly owned subsidiaries (Adelaide Central Market Authority; Adelaide Economic Development Agency; Kadaltilla/Adelaide Park Lands Authority). The LTFP assumes that Council will continue to deliver services broadly consistent with the levels adopted in the 2026/27 Business Plan and Budget. Any future changes to service levels approved by Council will be reflected in subsequent updates to the Plan.

North Adelaide Golf Course

The South Australian Government enacted the *North Adelaide Public Golf Course Act 2025* to facilitate the development of a new North Adelaide Golf Course, ensure its ongoing use as a championship golf course and public facility, and provide for related purposes. In accordance with the Act, ownership of assets located within the project site transferred to the designated Minister on 27 April 2026.

Following the transfer of the project site to the Minister, the City of Adelaide has continued to provide limited golf course operations under an interim agreement with the State Government during the construction phase. The revised LTFP now assumes these interim operational arrangements will cease in 2027/28. The combined effect of these changes is a reduction in both capital renewal requirements and ongoing operating activity within the LTFP, aligning the City's long-term financial projections with its reduced asset ownership and operational responsibilities.

Asset Maintenance, Renewal and Upgrade

Forecast expenditure in the LTFP is presently based on the 2024 AMPs updated based on current condition and risk. Asset Renewal costs for the life of the LTFP are \$849.1 million, with the majority of spend allocated to infrastructure of \$714.5 million and the remainder on corporate or commercial based assets as detailed within the Key Assumptions (Capital) section.

City of Adelaide is responsible for the management, operation and maintenance of the city's infrastructure, a diverse property portfolio and plant, fleet and equipment.

Asset Management Plans (AMPs), which form part of Council's Strategic Management Plans, are reviewed in detail every four years to identify asset condition and consumption to assist in resource and maintenance planning. Detailed modelling enables Council to optimise maintenance and renewal expenditure to ensure optimal asset lifecycles and sustainability. The ten-year AMPs will also consider new infrastructure needs to meet future community service expectations in a sustainable manner.

AMPs are to be funded through operating revenue, and by recognising the need to balance the community's capacity to pay while ensuring community expectation is met, the LTFP represents a gradual return to 100% ARFR over eight years from 2024/25 to 2031/32, primarily as a result of the increased funding required through the recently adopted AMPs.

Whilst the AMPs include all forecast renewal expenditure, there are significant renewals identified within the AMP over the next ten years. This section and Table 3 illustrated within the 10 year capital program exclude them for the purposes of identifying funding pathways to ensure intergenerational equity.

Significant Renewals

The LTFP includes the renewal of three significant assets: Adelaide Bridge, Torrens Weir, and Rundle UPark. The current assumption within the LTFP is that Levels of Service associated with these assets will remain the same.

The renewal costs for these assets across the life of the LTFP totals \$64.5 million as detailed within the 10 year capital program section. It is assumed that all significant renewals will be funded 100% by Council.

Adelaide Bridge

The 2024 Transportation AMP assumes that the Adelaide Bridge will be renewed on a like-for-like basis with existing load bearing. This once in a generation renewal will place substantial pressure on the existing ratepayer base. Structural audits have been undertaken in conjunction with an options analysis to provide more detailed approaches and costs.

Both the LTFP and AMPs are revised on an annual basis. Consistent with the 2025/26 LTFP, both the LTFP and AMP assume a rehabilitation of the bridge with an increase to the bridge load limit to 75% of SM1600 load, with Council funding 100%.

This position paves a way forward for continued advocacy with other levels of government to increase the load limit.

Torrens Weir Structure

The 2024 Water Infrastructure AMP assumes that the Torrens Weir Structure will be renewed on a like-for-like basis. This once in a generation renewal will place substantial pressure on the existing ratepayer base. As such, structural audits have been undertaken in conjunction with options analysis to provide more detailed information on potential approaches and costs.

Both the LTFP and AMPs are revised on an annual basis. Consistent with the 2025/26 LTFP, both the LTFP and AMP assume a rehabilitation of the global weir structure to extend the remaining economic life of the structure by 50 years, with Council funding 100%.

Rundle UPark

The Building 2024 AMP assumes that the UPark will be renewed on a like-for-like basis. The previous term of Council removed the like-for-like renewal from the LTFP on the basis that it would undertake an EOI process to explore joint venture opportunities that would realise the property's development potential, and that the EOI process would consider adaptable reuse opportunities.

Whilst the future of the site is still to be determined, Council resolved in 2025 to reinstate the renewal of the UPark and associated income and expenditure into the LTFP. The renewal is assumed to be an extension of its useful life, rather than a replacement. A structural condition audit will determine risks, timing and associated costs with extending the useful life of the

building, however for the purpose of the both the LTFP and AMP, a \$15 million allocation in today's dollars (\$16.5 million indexed) has been included to extend its useful life to align to current lease/contract end dates.

Asset Renewal Repair Fund

Council recognises that maintaining an Asset Renewal Funding Ratio below 100% over an extended period represents an underinvestment in existing assets and infrastructure. Following the adoption of the 2024 Infrastructure and Asset Management Plans, Council identified an additional renewal funding requirement of approximately \$14.9 million per annum compared with previous plans. This funding gap gave rise to the Asset Renewal Repair Fund (ARRF).

Short term borrowings have been used to fund the ARRF (from 2025/26 to 2027/28), to ensure the increased spending required through the revised Asset Management Plans are smoothed through sustainable rate increases, mitigating the immediate burden that would otherwise be incurred by current ratepayers.

The AMPs, in line with adopted principles, are funded through operating revenue. The 2026/27 LTFP continues to recognise the need to balance the community's capacity to pay while ensuring community expectation is met. As a result, Council has resolved to transition to a 100% ARFR over an eight-year period, reaching 100% in 2031/32.

New and Upgraded Assets

New and Upgraded Assets, including property transactions and developments such as Central Market Arcade redevelopment and Mainstreet Upgrades, have been incorporated in the LTFP where a Council decision or commitment to progress the project has been made.

The total spend on identified new and significant upgrades for the life of the LTFP is \$141.7 million, as detailed within the Key Assumptions (Capital) section.

New and Upgraded Assets allocations are subject to a Business Case approved by Council and should align to adopted strategies and plans. They are funded through borrowings where no external funding or excess cash flow from operations is available.

In previous adopted LTFPs, Council adjusted the Capital Program in the outer years to fit within its current Prudential Borrowing Limits (after considering all other LTFP components), identifying a \$23.2 million forward

allocation. This resulted in a limited "financial cushion" available to Council and was a focus area identified within the Essential Services Commission SA (ESCOSA) Advice to Local Government provided in 2024/25.

The 2026/27 to 2035/36 LTFP has reduced the forward allocation to \$17.5 million as a result of Council decisions to fund New and Upgraded assets not previously identified. Regardless of its reduction, this allocation continues to create capacity within the current Prudential Borrowing Limits and provide a "financial cushion".

Council's commitment to invest 1.5% of Rates Revenue to renew and upgrade buildings within the Park Lands has been maintained, equating to a total investment of \$27.9 million from 2027/28, of which \$18.0 million is allocated to New and Significant Upgraded Assets. Refer to the detail within the 10 year capital program section.

Where capital expenditure is in excess of \$4 million (escalated in line with the Prudential Management Policy), prior to commencement, approval is subject to a prudential report being presented and considered by Council to understand the impact on the LTFP.

Depreciation, Amortisation and Impairment

Depreciation is informed by Asset Management Plans and reflects increases in valuations and new asset additions.

Amortisation and impairments are determined by condition audits and revaluations. No specific forward assumptions have been factored into the LTFP but any adjustments will be incorporated into the base budget and LTFP each year, if and when necessary.

Interest and Borrowings

Council's services, projects and infrastructure works are predominantly funded through rates, fees and charges, grants and subsidies. Borrowings are principally utilised for new and upgrade infrastructure projects, including city shaping projects such as the redevelopment of Central Market Arcade, significant community infrastructure and commercially focused projects with a financial return on investment.

For significant renewals, such as Adelaide Bridge and the Torrens Weir, debt may have to be utilised to deliver these projects. The LTFP assumes that Council funds these projects by drawing on debt. As such, Council's debt is set to increase significantly in the years in which

this expenditure is forecast to occur. To mitigate the significant financial impact of these two projects, Council will actively seek funding assistance with these projects.

City of Adelaide has utilised the Reserve Bank of Australia data as a source for projecting interest rates for the purposes of the LTFP. The rates are reviewed quarterly and are based on the latest information and indicators.

Council's Subsidiaries

City of Adelaide has three wholly owned subsidiaries: Adelaide Central Market Authority; Adelaide Economic Development Agency; and Kadaltilla/Adelaide Park Lands Authority, and an equity share in Brownhill & Keswick Creeks Stormwater Board.

The LTFP assumes that service delivery of the subsidiaries will remain unchanged and is delivered at the same, consistent levels assumed in the 2026/27 annual budget.

Capital, funding and operating costs required for the Adelaide Central Market Authority expansion have been assessed for amounts and timing from 2026/27 onwards and have been incorporated into the LTFP. Increased operating revenues and expenses are assumed once the expanded Market begins to operate in 2026.

RISKS AND OPPORTUNITIES

The Long Term Financial Plan has been prepared using the best information available at the time of adoption. As a forward-looking document, however, it is subject to uncertainty and cannot fully anticipate future economic, legislative, environmental, technological or market changes.

The Plan should therefore be considered a strategic planning tool that enables Council to evaluate financial impacts, assess alternative scenarios and support informed decision-making. Regular review of the LTFP ensures that emerging risks and opportunities can be incorporated into future financial planning.

Revenue and Funding Risk: Rates Revenue Growth

Rates are Council's primary source of recurrent income and are critical to maintaining long-term financial sustainability. Changes in growth assumptions have a material impact on the LTFP as they become embedded in Council's revenue base over time.

The 2026/27 financial year saw overall rates revenue growth of 7.1 per cent, including growth from development, Asset Renewal Repair Fund (ARRF) funding and Asset Renewal Funding Ratio (ARFR) improvements. This increase has strengthened Council's capacity to fund services and infrastructure over the life of the Plan.

Maintaining alignment between revenue growth and cost growth remains essential to ensuring Council can continue to deliver services and maintain infrastructure at expected levels.

Council Action:

- Monitor market indicators, valuation trends and development activity to inform future rate revenue forecasts.
- Review rates assumptions annually to reflect the latest available information.
- Balance future rate increases against community affordability while maintaining financial sustainability and service levels.
- Utilise borrowings where appropriate to spread the cost of significant infrastructure investments across current and future beneficiaries.

Revenue and Funding Risk: Legislative and Regulatory Changes

Local government operates within a changing legislative environment. Recent reforms, including the introduction of the Rates Oversight Scheme administered by the Essential Services Commission of South Australia (ESCOSA), may influence Council's ability to respond to future financial pressures through rates revenue.

While the long-term impacts of the scheme are still emerging, future regulatory changes may affect the flexibility of councils to respond to changing circumstances.

Council Action

- Continue engagement with ESCOSA, the Local Government Association of South Australia and the State Government regarding regulatory reform.
- Ensure Council's financial planning remains evidence-based, transparent and aligned with legislative requirements.
- Maintain a sustainable rating approach that supports community outcomes and long-term financial sustainability.

Revenue and Funding Risk: Fees, Charges and Commercial Revenue

Fees and charges represent a significant component of Council's revenue base, accounting for approximately 36 per cent of total operating income. Revenue generated from parking, commercial property and other user-pays services remains influenced by economic conditions, visitation levels and market demand.

The COVID-19 pandemic demonstrated the extent to which Council is exposed to fluctuations in these revenue streams.

Council Action:

- Continue to optimise and diversify fee and charge revenue streams.
- Align pricing structures with service utilisation and cost recovery principles.
- Monitor performance quarterly and update projections as required.

- Reduce reliance on any single source of revenue over time.

Revenue and Funding Risk: Interest Rates and Borrowing Costs

Interest rates continue to influence Council's borrowing costs and investment returns. While inflationary pressures have somewhat moderated, future movements in interest rates remain uncertain and will continue to affect the affordability of debt-funded projects.

As Council's investment and infrastructure program progresses, debt levels are expected to increase relative to historical levels, increasing sensitivity to interest rate movements.

Council Action:

- Regularly review interest rate forecasts and market conditions.
- Manage borrowings in accordance with Council's Treasury Policy.
- Monitor debt affordability through the Net Financial Liabilities Ratio and other sustainability measures.
- Maintain flexibility within Council's borrowing capacity to respond to emerging opportunities and risks.

Revenue and Funding Risk: External Funding

The LTFP has been prepared on a conservative basis, assuming that Council will fund its operating activities and asset renewal requirements primarily through its own revenue sources unless external funding has already been confirmed.

Many strategic projects may benefit from contributions from the Australian Government, South Australian Government or other funding partners. Failure to secure external funding could increase pressure on Council's own resources.

Council Action:

- Continue advocacy with other levels of government on projects of regional and state significance.
- Seek grant and funding opportunities that reduce the burden on ratepayers.
- Position projects to maximise eligibility for future funding programs.

- Ensure funding assumptions are updated as certainty improves.

Asset and Cost Risk: Inflation and Cost Escalation

Although supply chain disruptions have largely eased, Council continues to face cost pressures associated with labour, construction materials, utilities, specialist services and infrastructure delivery.

These pressures have the potential to increase both operating expenditure and capital project costs beyond current forecasts.

Council Action:

- Maintain robust procurement and contract management practices.
- Seek value-for-money outcomes through competitive procurement processes.
- Monitor construction and service delivery markets.
- Identify efficiency opportunities to offset cost increases where possible.

Asset and Cost Risk: Employee Costs

Employee expenses represent one of Council's largest areas of expenditure. Future enterprise agreement outcomes and labour market pressures have the potential to increase employee costs beyond current forecast assumptions.

Council Action:

- Maintain workforce planning aligned with service delivery requirements.
- Monitor labour market trends and enterprise agreement negotiations.
- Pursue productivity improvements through process improvement and technology adoption.

Asset and Cost Risk: Asset Valuations and Renewal Costs

Asset valuations influence both depreciation expense and long-term renewal requirements. Increases in replacement costs can result in higher depreciation and greater future asset renewal funding needs.

Given the scale of Council's infrastructure portfolio, changes in valuation assumptions may have a material impact on long-term financial forecasts.

Council Action:

- Undertake regular asset valuation reviews and annual indexation assessments.
- Maintain Asset Management Plans that reflect current construction costs and asset condition information.
- Ensure asset renewal requirements remain appropriately funded through the LTFP.

Strategic Opportunity: Property Strategy and Future Fund

Council's Property Strategy and Action Plan provide an opportunity to strengthen long-term financial sustainability through the active management of Council's property portfolio.

The Strategy establishes a framework for assessing assets and determining whether they should be retained, redeveloped, repurposed or divested to maximise community, strategic and commercial outcomes.

Where appropriate, proceeds from the sale of underperforming assets are allocated to Council's Future Fund in accordance with the Future Fund and Investment Policy. The Future Fund provides a mechanism to invest in strategic projects, revenue-generating opportunities and initiatives that strengthen Council's long-term financial position.

The successful delivery of the Property Strategy is influenced by market conditions, investment opportunities and the timing of transactions. As such, the financial outcomes associated with property initiatives may vary over time.

Council Action:

- Regularly review the performance of Council's property portfolio.
- Identify opportunities to improve strategic, community and commercial outcomes.
- Undertake detailed business case assessments before any property transaction or Future Fund investment.
- Utilise the Future Fund to support strategic investments that enhance financial resilience and diversify revenue sources.

Strategic Opportunity: Artificial Intelligence and Digital Transformation

Artificial Intelligence (AI) and digital technologies present significant opportunities to improve service delivery, increase organisational productivity and support long-term financial sustainability.

As technology capabilities evolve, Council expects to progressively integrate AI and automation into key business processes including finance, procurement, customer service, asset management, planning and corporate services.

Potential benefits include:

- Reduced administrative effort and manual processing.
- Faster customer response times.
- Improved forecasting and decision-making through data analytics.
- Enhanced procurement and contract management.
- Improved risk management and compliance monitoring.
- More effective asset maintenance and lifecycle planning.
- Greater workforce productivity and capacity.

Over time, technology-enabled productivity improvements are expected to help offset a portion of future expenditure growth, supporting service delivery while moderating future rates increases.

Council Action:

- Adopt AI and digital technologies in a responsible and governed manner.
- Invest in employee capability, data management and supporting systems.
- Maintain strong cybersecurity, privacy and ethical oversight frameworks.
- Realise productivity gains that can be redirected towards service delivery, infrastructure investment and improved affordability for the community.

Council will continue to monitor these risks and opportunities as part of its annual review of the Long Term Financial Plan, ensuring that financial strategies remain responsive, sustainable and aligned with the long-term interests of the City and its community.

SENSITIVITY ANALYSIS

The Long Term Financial Plan is based on a range of assumptions relating to economic conditions, revenue growth, expenditure levels, interest rates and asset investment requirements. Given the long-term nature of the Plan, actual results will vary from those projected.

Sensitivity analysis has been undertaken to assess the potential impact of changes in key assumptions on Council's financial position and long-term sustainability. This analysis assists Council in understanding areas of financial risk and informs future decision-making.

A range of scenarios were tested as part of the development of the LTFP. While changes in assumptions such as inflation and interest rates influence projected results, the analysis demonstrated that these variations do not materially alter the long-term financial position of Council. Accordingly, the sensitivity testing presented below focuses on those variables with the greatest potential impact on financial sustainability.

Rates Revenue

Rates revenue is Council's primary source of operating income and a key driver of long-term financial sustainability. The LTFP assumes that rates revenue growth broadly aligns with forecast inflation, supplemented by growth from new developments, capital improvements and targeted increases associated with Council's financial sustainability objectives.

A fundamental principle underpinning the Plan is that revenue growth must generally keep pace with increases in the cost of delivering services, maintaining infrastructure and meeting community expectations. Where rates revenue grows at a slower rate than expenditure over an extended period, structural funding gaps emerge, placing increasing pressure on operating performance, cash flows, asset renewal programs and service delivery.

Council recognises the need to balance financial sustainability with affordability for the community. During periods of cost-of-living pressure, there can be strong expectations for rates increases to remain below inflation. While this approach may reduce short-term impacts on ratepayers, ongoing revenue growth below inflation is not sustainable in the long term unless accompanied by reductions in expenditure, service levels or capital investment.

The sensitivity analysis presented in Table 1 demonstrates the impact of alternative rates growth assumptions on Council's key financial indicators. The results highlight the importance of maintaining a revenue base that is sufficient to support the long-term delivery of services and infrastructure.

The sensitivity analysis in Table 1 demonstrates that ongoing rates revenue growth below inflation is not financially sustainable over the long term without corresponding reductions in expenditure, service levels, or capital investment. The results reinforce the importance of maintaining revenue growth that at least keeps pace with underlying cost escalation.

Table 1: Rate revenue impact on Key Financial Indicators

Rate Revenue Impact	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Average
Operating Surplus Ratio (Scenario)	1.8%	4.1%	2.2%	1.3%	0.9%	0.8%	0.2%	0.0%	(0.2%)	(0.3%)	1.1%
Net Financial Liabilities Ratio (Scenario)	36.2%	46.4%	54.5%	60.6%	64.9%	75.7%	85.0%	88.2%	91.3%	94.4%	69.7%
Asset Renewal Funding Ratio (Scenario)	94.6%	95.5%	96.5%	97.5%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	98.3%
Cash Flow from Operations (Scenario)	101%	100%	100%	99%	97%	91%	92%	98%	98%	98%	97.3%
Operating Surplus Ratio (Current LTFP)	1.8%	4.7%	3.3%	3.0%	3.2%	3.6%	3.7%	4.0%	4.5%	5.0%	3.7%
Net Financial Liabilities Ratio (Current LTFP)	36.2%	45.6%	52.2%	56.2%	57.2%	65.3%	70.6%	69.5%	67.8%	65.6%	58.6%
Asset Renewal Funding Ratio (Current LTFP)	94.6%	95.5%	96.5%	97.5%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	98.3%
Cash Flow from Operations (Current LTFP)	101%	101%	101%	101%	100%	93%	95%	102%	103%	103%	100%

Significant Renewals

The LTFP includes a number of significant asset renewals identified through Council's Infrastructure and Asset Management Plans, including the Adelaide Bridge and Torrens Weir Structure. These assets provide benefits across multiple generations and are therefore proposed to be funded primarily through borrowings, consistent with the principle of intergenerational equity.

The Plan currently adopts a conservative assumption that Council will fully fund these projects unless external funding has been formally confirmed. This approach ensures that future funding requirements are transparent and that Council remains financially capable of delivering the projects should third-party contributions not be secured.

Securing funding assistance from other levels of government would significantly improve Council's financial capacity by reducing borrowing requirements and creating additional flexibility for future infrastructure investment. This would also reduce financial pressure on future ratepayers and improve several of Council's key financial indicators.

The sensitivity analysis presented in Table 2 illustrates the impact of securing external funding equal to 50 per cent of the renewal cost of both the Adelaide Bridge and Torrens Weir Structure. The analysis demonstrates a noticeable improvement in Council's cash flow performance and overall financial resilience over the life of the Plan while maintaining the planned delivery of these strategically important assets.

Key Findings

The sensitivity analysis highlights that:

- Revenue growth assumptions have the most significant influence on Council's long-term financial sustainability.
- Sustained rates revenue growth below underlying cost escalation is not financially sustainable without corresponding reductions in expenditure, service levels or infrastructure investment.
- External funding for significant asset renewals provides a material improvement in Council's financial position and borrowing capacity.
- Council's long-term financial sustainability is strengthened through a combination of prudent revenue growth, disciplined expenditure management and successful advocacy for external funding contributions.

This analysis reinforces the importance of maintaining a balanced approach that protects affordability for the community while ensuring Council has the financial capacity to continue delivering services, renewing infrastructure and investing in the future prosperity of the City of Adelaide.

Table 2: Securing External Funding for Significant Renewals

Securing External Funding For Significant Renewals Impact	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Average
Operating Surplus Ratio (Scenario)	1.8%	4.7%	3.3%	3.2%	3.5%	6.7%	6.7%	4.0%	4.5%	5.0%	4.3%
Net Financial Liabilities Ratio (Scenario)	36.2%	45.6%	52.2%	55.5%	55.8%	55.4%	54.6%	56.1%	54.9%	53.2%	51.9%
Asset Renewal Funding Ratio (Scenario)	94.6%	95.5%	96.5%	97.5%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	98.3%
Cash Flow from Operations (Scenario)	100.6%	100.7%	101.4%	101.7%	100.7%	99.2%	101.9%	102.4%	102.8%	103.4%	101.5%
Operating Surplus Ratio (Current LTFP)	1.8%	4.7%	3.3%	3.0%	3.2%	3.6%	3.7%	4.0%	4.5%	5.0%	3.7%
Net Financial Liabilities Ratio (Current LTFP)	36.2%	45.6%	52.2%	56.2%	57.2%	65.3%	70.6%	69.5%	67.8%	65.6%	58.6%
Asset Renewal Funding Ratio (Current LTFP)	94.6%	95.5%	96.5%	97.5%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	98.3%
Cash Flow from Operations (Current LTFP)	101%	101%	101%	101%	100%	93%	95%	102%	103%	103%	100%

KEY FINANCIAL INDICATORS

The Long Term Financial Plan uses a suite of Key Financial Indicators (KFI) to assess Council's financial performance, monitor long-term sustainability and support informed decision-making. Together, these indicators provide an objective measure of Council's capacity to deliver services, maintain infrastructure, manage debt and invest in the future needs of the city.

The indicators assist Council in evaluating the financial implications of strategic decisions and provide an early warning of emerging financial pressures or risks. They also enable performance to be assessed against established industry benchmarks and Council's long-term financial objectives.

Three nationally recognised financial sustainability indicators are widely used across the local government sector and have been adopted by the City of Adelaide as the primary measures of financial sustainability:

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Asset Renewal Funding Ratio.

In addition, Council monitors a further set of indicators that provide insight into its borrowing capacity (Prudential Borrowing Limit), financial resilience and ability to fund future investment:

- Asset Test Ratio
- Interest Expense Ratio
- Leverage Test Ratio
- Cashflow from Operations Ratio.

The indicators should not be considered in isolation. No single indicator, nor the result achieved in any one year, determines Council's financial sustainability. Financial sustainability is best assessed by considering trends over time and the performance of the indicators as a whole.

It is therefore possible for an individual indicator to fall outside its preferred range in a particular year without indicating financial distress. This may occur because of deliberate strategic decisions, major capital investments, one-off events or changes in economic conditions. Accordingly, the LTFP focuses on achieving sustainable long-term outcomes and maintaining performance broadly within target ranges over the life of the Plan rather than in every individual year.

Operating Surplus Ratio

Definition: Operating surplus as a percentage of operating revenue

What is being measured: This indicator represents the percentage by which total revenue varies from day to day operating expenses. Financial sustainability is indicated where a council consistently achieves operating surpluses and has soundly based projections showing it can continue to do so in the future, having regard to asset management and the service level needs of its community.

Target: The Financial Sustainability Information Paper (FSIP) No. 9 recommends the target is to achieve an average operating surplus ratio between 0% and 10% over any five-year period. However, as a Capital City Council, the City of Adelaide has significant responsibilities in improving its public realm and considers that maintaining an average operating surplus ratio greater than 3% is a more appropriate target.

A target of greater than 3% for the City of Adelaide is to achieve a surplus to fund:

- Operations, Strategic Projects, and Asset Renewals
- Debt Servicing – new and existing
- 1.5% funding for community buildings in the Park Lands (inclusive of renewal and new and upgrade)

Rate revenue growth from new developments contributes to the surplus and forms part of the targeted position.

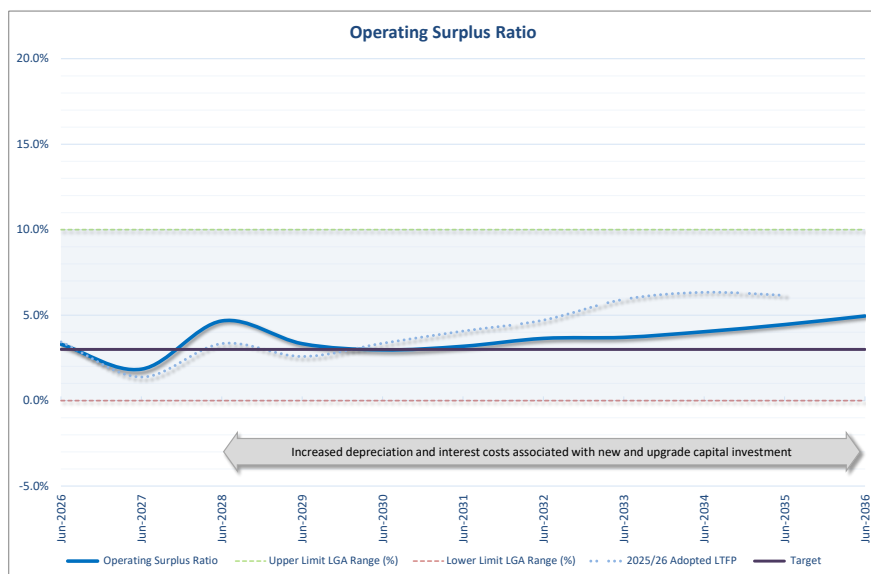
Generating an operating surplus ratio below 3% is not sustainable or equitable in the long term as this results in services consumed by current ratepayers being paid for by future ratepayers. A fair and equitable tax system is one in which taxes paid by each generation is in proportion to the benefits each generation receives.

Explanation of LTFP Projected Results: Other than 2026/27, the ratio sits above the 3% target, and is within the LGA target ranges over the life of the LTFP, reflecting sustainable surpluses based on an increase to base rating revenue to fund renewals, followed by CPI increases thereafter. The underlying structural budget is sustainable over the life of the LTFP.

In particular assumptions relating to preparedness for the Adelaide Central Market expansion result in a reduced operating position in 2026/27 in addition to the assumption to continue to invest in new and upgraded projects (to meet the emerging needs of the community) results in a higher level of assets, and related borrowings.

As such, increased depreciation (from a higher asset base) and interest costs (from higher borrowings) see expenses growing at a faster rate than revenue (which is largely based on CPI increases).

Underpinning current and future sustainability, Council projects operating surpluses over the life of the LTFP.



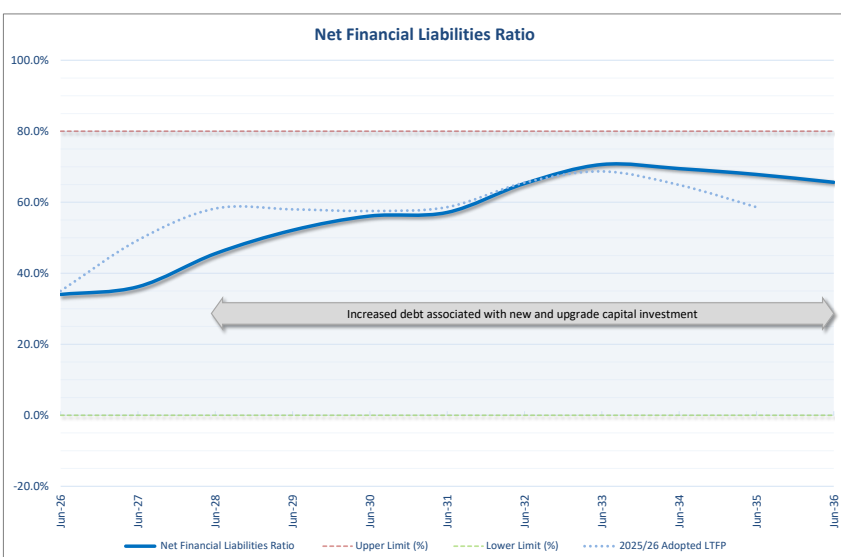
Net Financial Liabilities

This indicator represents the money owed to others less money held, invested or owed to Council.

A council's indebtedness should be managed to ensure its liabilities and associated costs can be met without the prospect of disruptive service cuts and/or excessive rate increases (ie without impinging on financial sustainability). There is in essence no right or wrong target level for net financial liabilities (defined as total liabilities less financial assets) as this depends on infrastructure plans. The ideal target is that net financial liabilities are no greater than annual operating revenue and not less than zero.

Net Financial Liabilities Ratio

Definition: Financial liabilities as a percentage of operating income



What is being measured: This indicator represents the significance of the net amount owed compared with operating revenue. It measures the extent to which Council is managing its debt and highlights that borrowings are often an effective means of financial sustainability, rather than trying to fund all assets from operating income. A steady ratio means Council is balancing the need to borrow against their affordability of debt. An excessive ratio means Council is borrowing beyond its means and cannot generate the income required to service assets and operations.

Target: The LGA recommends that the target for Net Financial Liabilities should be greater than zero (and less than 100%, that is, the amount owed is equal to or less than total annual income). A target below zero indicates that Council places a higher priority on accumulated financial assets than applying funds generated from ratepayers to the provision of services and/or infrastructure renewal. This could leave a council open to accusations that it is overcharging ratepayers relative to its funding needs.

The more conservative target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.

Explanation of LTFP Projected Results: City of Adelaide's net financial liabilities are within the prescribed target for the life of the plan. Lower ratios in the short term highlight low levels of debt, steadily increasing over the life of the LTFP reflecting increased borrowings to deliver on Council's commitment to invest in new and upgraded assets and fund the significant renewals.

Note that Council's new and upgrade capital program includes an allocation which is not yet committed and can be adjusted within existing prudential limits to respond to emerging needs.

Any increase in contributions towards the significant renewals will allow Council to either maintain a lower level of debt and/or invest more in new and upgrade projects.

The level of borrowings is projected to be within acceptable prudential limits, assisting Council to maintain long-term sustainability. Typical prudential limits set by financial institutions as part of covenants associated with loans are around 80% of asset values. Council has therefore set a conservative limit of 50% of saleable property assets (see below), providing additional comfort in excess of generally accepted banking norms.

It should be noted that the Council has created a Future Fund that 'ring fences' proceeds from the sale of surplus or underperforming assets, to reinvest into revenue generating assets. The funds generated from asset sales effectively offset the level

of borrowings Council would otherwise incur had the assets not been disposed. Accordingly, Council pays less interest over time, incurring interest on a lower 'offset' balance of borrowings.

Note that, were Council to fully draw on the Future Fund, its level of borrowing would still fall within prudential limits.

Chart 1: Net Financial Liabilities Ratio

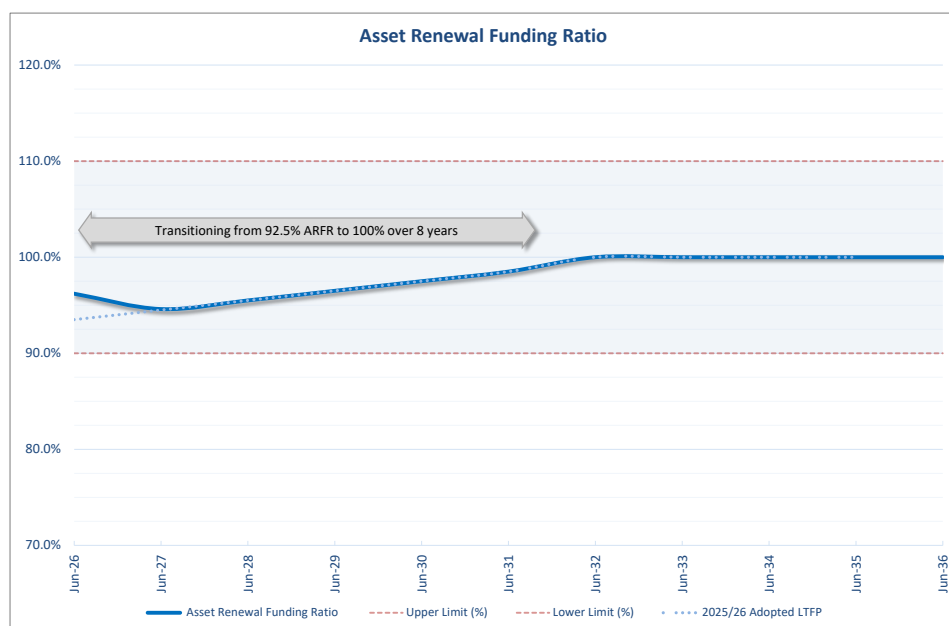
Asset Renewal Funding Ratio (ARFR)

Definition: Expenditure on asset renewals as a percentage of forecast expenditure required as per the asset management plans.

What is being measured: This indicator expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Asset Management Plans.

Target: A ratio lower than 100% suggests that Council is not maintaining assets and infrastructure in order to optimise asset lives. A ratio higher than 100% suggests that Council is replacing assets earlier than needed or at a level in excess of that set in the asset management plans. Adoption of a target ratio between 90% and 110%, is in line with the *Local Government Act 1999* (SA).

Explanation of LTFP Projected Results: It is assumed that over the life of the LTFP, asset renewals will be funded



in line with the Infrastructure & Asset Management Plans. In the previous term, Council resolved to set the ARFR (previously the Asset Sustainability Ratio) at 90%. This term of Council recognises the potential impact of this decision and the possible under-investment in assets and infrastructure and, as such, the LTFP assumes transitioning the ARFR from 90% to 100% over eight years. Averages for asset renewal reflect an even performance over the life of the plan. The ratio from 2031/32 onwards represents the transition from 90% to 100%. This ratio should be continually monitored as asset management plans are reviewed and updated.

The ARFR trajectory in this LTFP is consistent with the previously adopted LTFP.

Prudential Limits (Borrowings)

Definition

- Asset Test Ratio: Borrowings as a percentage of total saleable property assets
- Interest Expense Ratio: Annual interest expense relative to General Rates Revenue (less Landscape Levy)
- Leverage Test Ratio: Total borrowings relative to General Rates Revenue (less Landscape Levy) expressed as the number of years of General Rates Revenue required to repay borrowings

What is being measured: The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a monetary limit on the level of borrowings: an upper limit is determined through its financial indicators. When borrowing, Council will consider these indicators in terms of total borrowings, and the ability to service the interest incurred and debt repayments.

Target: The Treasury Policy reviewed in 2025 ensures Council's ability to manage cash and borrowings in accordance with prescribed limits.

The Prudential limits set by the Treasury Policy are:

- Asset Test Ratio: Maximum of 50%
- Interest Expense Ratio: Maximum of 10%
- Leverage Test Ratio: Maximum 1.5 Years

Prudential limits are breached when one of the ratios fall outside the targets stipulated in the policy. The breach must be reported with remediation actions to the CEO immediately.

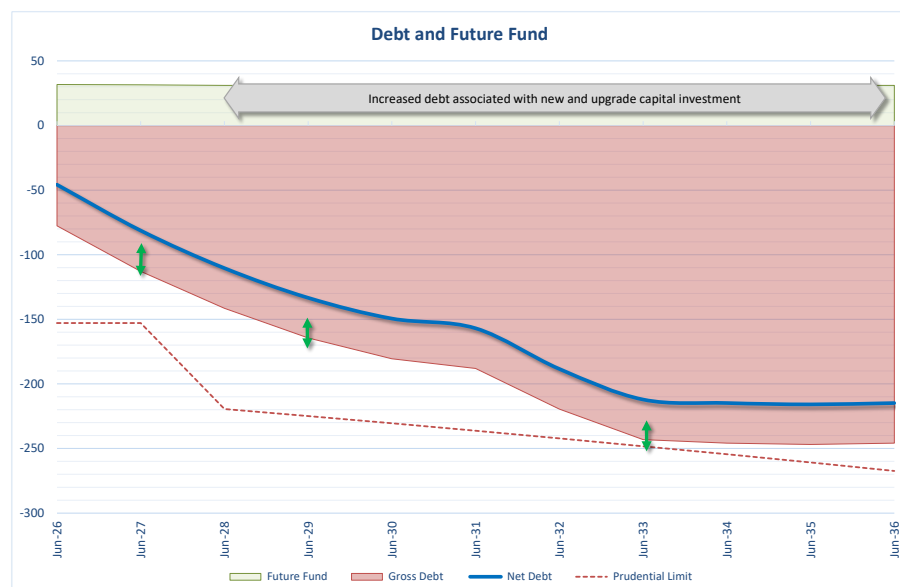
Explanation of LTFP Projected Results: City of Adelaide's borrowings are within target levels across the period of the Long Term Financial Plan.

The Asset Test Ratio shows that Council has capacity within its total saleable assets to be able to meet the repayment of borrowings should the assets need to be sold in order to repay debt.

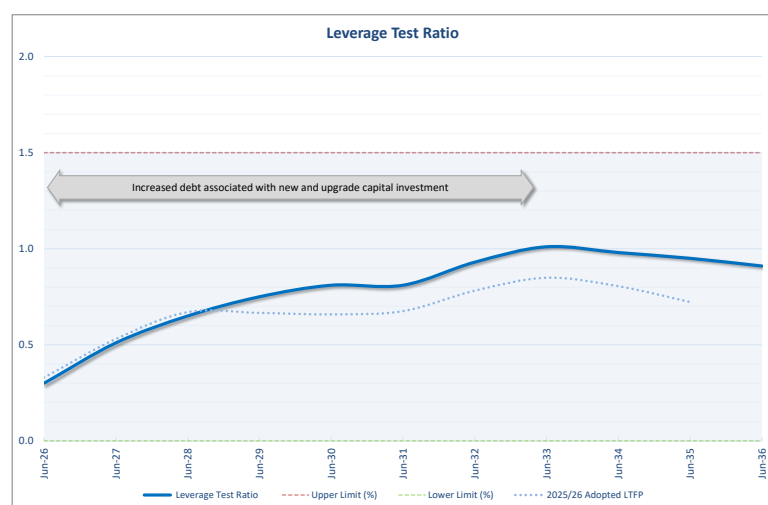
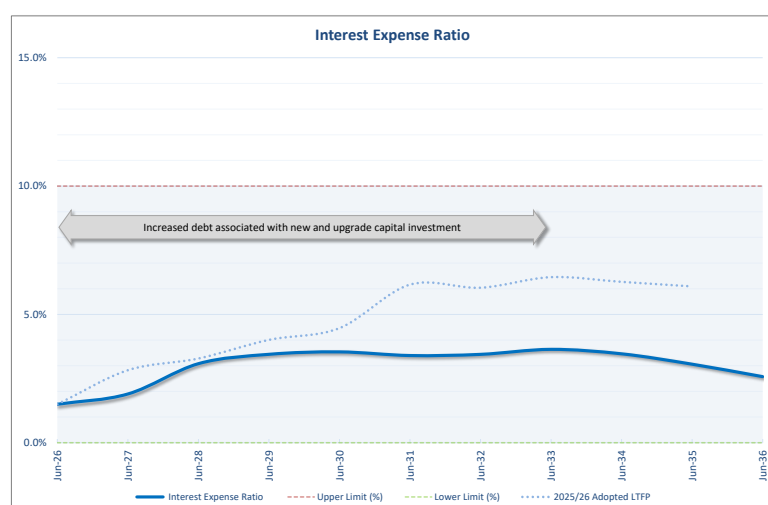
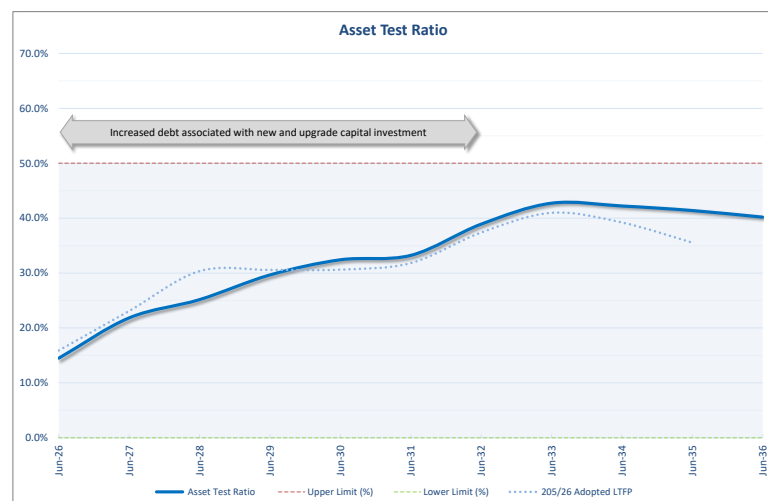
The increasing ratio illustrated below reflects the cumulative impact of utilising debt to deliver on Council's commitment to invest in the City, in addition to debt required to fund significant renewals (that is, the Torrens Weir, Adelaide Bridge and Rundle UPark). This has limited the ability to deliver new and upgraded assets from 2031/32 and still remain within the target ratio. The sale and development of property assets will impact prudential limits, and hence the Asset Test Ratio, in periods where transactions occur.

Note however, an improvement in current borrowing levels, creating a financial cushion in mid to long-term, addressing one of the concerns in the ESCOSA review.

Similarly, the steady increase in borrowings sees the Interest Expense Ratio for the life of the plan increasing, albeit sitting comfortably within the target range, and an improvement compared to the previous LTFP, beginning to reduce from 2032/33.



The Leverage Test Ratio indicates the time it would take to repay borrowings from general rates revenue. The plan supports Council’s ability to repay the debt if called upon from less than 1½ year’s rates revenue in any year of the plan, and tracks in line with the other two prudential borrowing indicators.



Cashflow from Operations Ratio

Definition: Operating Income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets. It demonstrates whether we are generating sufficient cash flow to fund our ongoing operations and asset renewals.

What is being measured: This ratio measures Cash Flow from Operations as a percentage of forecast expenditure in the asset management plans, in addition to expenditure on delivering services.

This indicator shows whether Council is generating adequate cash from its operations to cover the replacement of assets over time.

A lower ratio indicates that Council is not generating enough cash from operations to cover asset replacement (less than 100%). As a result, Council will need to fund the replacement of assets from unsustainable sources of income resulting in increased levels of borrowings over time.

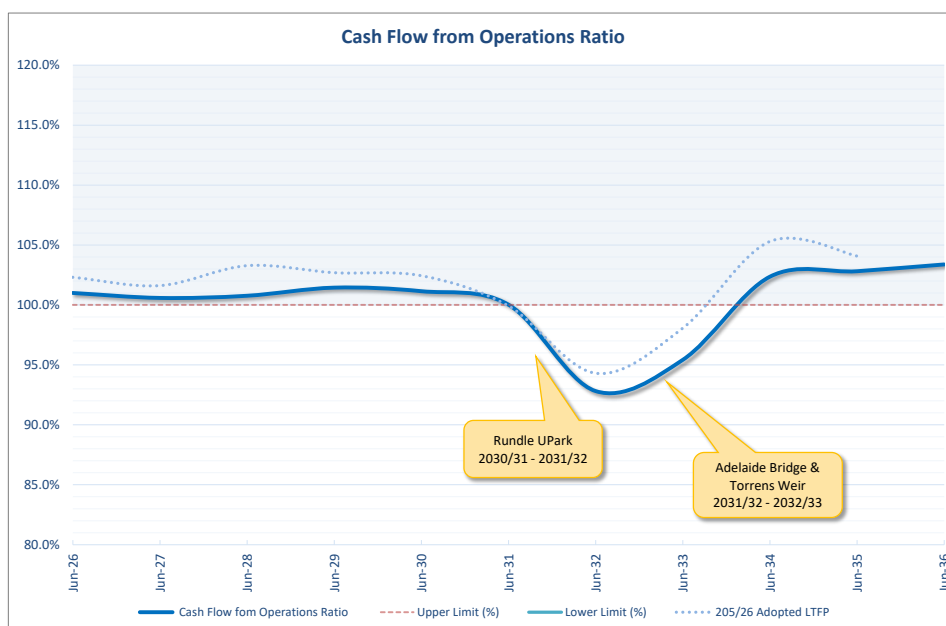
Target: A result greater than 100% suggests Council's operations will generate enough cashflow to support the funding of asset replacement over time.

Explanation of LTFP Projected Results: Most years of the LTFP project a positive result. Years five to seven of the plan reflect the significant renewals required in these years.

This ratio highlights the risk in Council's ability to fully fund the larger renewals that are identified in the LTFP. This is not to suggest deficiency in renewal, but rather highlights the opportunity in advance to seek alternative funding sources such as State or Federal grants to assist with the funding of significant asset renewal projects which benefit the wider State and Adelaide metropolitan area.

The underlying structural cashflow (adjusting for expenditure on significant renewals) delivers an average projection between 100% and 105%, suggesting Council's cashflow is sustainable.

Notably, the latest investigations on the Weir and Bridge suggest a lower level of expenditure and at a later date. Notwithstanding the removal of grant funding associated with funding these assets, the impact of reduced outlay sees a similar ratio minimum maintained, becoming more positive at a later date.



FINANCIAL STATEMENTS

Explanation of the Financial Statements

The objective of financial statements is to provide information about the financial position, financial performance and cash flows of an entity and are used by a wide range of stakeholders in making economic decisions. To meet this objective, financial statements provide information about an entity's:

- Assets
- Liabilities
- Equity
- Income and expenses, including gains and losses
- Cash flows.

Statement of Comprehensive Income

The Statement of Comprehensive Income provides information about the financial performance of Council. It provides a summary of all the sources of operating revenue and expenditure; the difference is known as the Operating Surplus / (Deficit).

The Net Surplus / (Deficit) represents the operating position with the inclusion of asset disposal and fair value adjustments, being the gain or loss on the sale of replaced assets, assets surplus to requirement, and fair value adjustments for investment property. Any amounts received for new and upgraded assets are also included in the Net Surplus.

Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognised in profit or loss and include items such as changes in the valuation of infrastructure, property, plant & equipment, and any actuarial gains on the defined benefit plan.

Statement of Financial Position

The Statement of Financial Position presents the financial position of Council at a given date. It comprises three main components: assets, liabilities and equity.

The difference between the assets and liabilities is known as the net assets or equity of Council.

Current Assets and Liabilities are short-term and due within one year. Non-Current Assets and Liabilities represent longer term amounts that are due beyond 12 months.

Statement of Changes in Equity

The Statement of Changes in Equity reflects the movement in equity reserves during the period, being the financial performance of the year plus any other comprehensive income gains.

Statement of Cash Flows

The Statement of Cash Flows represents the amount of cash and cash equivalents entering and leaving the Council. It measures how well Council manages its cash position, meaning how well it generates cash to pay its debt obligations and fund its operating expenses and capital investments.

The main components of the cash flow statement are:

- Cash from operating activities, being the sources and uses of cash to fund Council operations and deliver services
- Cash from investing activities, being the capital investment on the renewal / replacement of existing assets and new / upgraded assets, as well as any sale proceeds and amounts received for the new / upgraded assets
- Cash from financing activities, which includes the proceeds and repayment of borrowings.

Uniform Presentation of Finances

The primary objective of the Uniform Presentation of Finances is to ensure that all councils provide a consistent set of core financial information in their financial statements, enabling meaningful comparisons of each council's position.

The statement highlights:

- The Operating Surplus / (Deficit) measure which is considered a critical indicator of a Council's financial performance

- The Net Outlays on Existing Assets represents the capital investment on the renewal and replacement of existing assets adjusted for all depreciation, amortisation and impairment from the operating surplus / (deficit), given its non-cash nature. Depreciation is defined as the cost of an asset spread over the useful life of the asset, and is an indication of what Council should be spending on renewing or replacing assets annually. If depreciation is higher than capital investment, it suggests that our assets are not being replaced at the same level that they are being utilised, and could indicate that a higher investment may be required in future years.

Note that significant renewals are allowed for in the annual depreciation however the expenditure made in the periods required will see a significant mismatch between depreciation and annual expenditure in that period.

Net Outlays on Existing Assets also includes proceeds from the sale of replaced assets (e.g. plant and fleet).

The Net Outlays on New and Upgraded Assets represents the capital investment on new and upgraded assets (including investment property) and amounts received specifically for new and upgraded assets (e.g. Grant funding).

It also includes proceeds from the sale of surplus assets. This includes investment property and non-current assets held for sale.

The Net Lending / (Borrowing) for Financial Year result is a measure that takes account of both operating and capital activities for the financial year.

A Net Lending position indicates that Council has repaid debt or increased reserves from activities.

A Net (Borrowing) position indicates that Council has required additional debt to fund its activities.

A zero result in any one year means that Council has covered all its expenditure (both operating and capital) from the current year's income.

Statement of Comprehensive Income										
\$'000s	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
Income										
Rates Revenues	165,626	176,443	184,080	192,043	200,321	209,280	217,538	226,123	235,048	244,327
Statutory Charges	21,049	21,638	22,179	22,734	23,302	23,885	24,482	25,094	25,721	26,364
User Charges	77,285	76,021	78,110	80,258	82,467	84,737	87,072	89,473	91,941	94,479
Grants, Subsidies and Contributions	4,717	4,993	4,818	4,273	4,379	4,489	4,601	4,716	4,834	4,955
Investment Income	165	169	174	178	182	187	192	197	201	206
Reimbursements	238	245	251	257	264	270	277	284	291	298
Other Income	701	721	739	758	776	796	816	836	857	879
Total Income	269,781	280,231	290,352	300,500	311,691	323,644	334,977	346,722	358,894	371,509
Expenses										
Employee Costs	97,796	96,046	99,019	101,495	104,032	106,633	109,299	112,031	114,832	117,703
Materials, Contracts & Other Expenses	98,156	95,181	99,815	104,605	109,617	114,796	120,212	125,720	131,660	137,706
Depreciation, Amortisation & Impairment	66,075	70,402	73,283	76,472	79,114	81,023	82,971	84,968	87,027	89,163
Interest Cost on borrowings	317	3,070	6,096	6,539	6,551	6,941	7,628	7,554	6,940	6,073
Finance costs - ROU Assets	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462
Total Expenses	264,805	267,161	280,675	291,573	301,776	311,855	322,571	332,736	342,921	353,108
Operating Surplus / (Deficit)	4,976	13,070	9,677	8,928	9,915	11,789	12,406	13,986	15,973	18,401
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-
Asset Disposal & Fair Value Adjustments	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	10,783	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	15,759	13,070	9,677	8,928	9,915	11,789	12,406	13,986	15,973	18,401
Changes in Revaluation Surplus - I,PP&E	74,972	68,105	71,409	62,105	64,295	66,372	69,143	71,810	74,061	76,380
Total Other Comprehensive Income	74,972	68,105	71,409	62,105	64,295	66,372	69,143	71,810	74,061	76,380
Total Comprehensive Income	90,731	81,175	81,086	71,033	74,210	78,161	81,549	85,796	90,033	94,781

Statement of Financial Position										
\$'000s	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
ASSETS										
Current Assets										
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800
Trade & Other Receivables	36,483	37,896	39,264	40,636	42,149	43,765	45,298	46,886	48,532	50,238
Inventories	750	600	600	600	600	600	600	600	600	600
Total Current Assets	38,033	39,296	40,664	42,036	43,549	45,165	46,698	48,286	49,932	51,638
Non-Current Assets										
Trade & Other Receivables	755	755	755	755	755	755	755	755	755	755
Equity Accounted Investments in Council Businesses	5,705	6,025	6,345	6,665	6,985	7,305	7,625	7,945	8,265	8,585
Investment Property	4,870	5,006	5,131	5,259	5,391	5,526	5,664	5,805	5,951	6,099
Infrastructure, Property, Plant & Equipment	2,270,169	2,380,293	2,484,215	2,571,809	2,654,861	2,765,713	2,872,382	2,962,433	3,055,186	3,150,707
Right-of-Use Assets	44,451	41,923	39,086	36,080	32,900	29,538	25,988	22,242	18,292	14,131
Total Non-Current Assets	2,325,950	2,434,002	2,535,532	2,620,569	2,700,892	2,808,838	2,912,414	2,999,180	3,088,449	3,180,277
TOTAL ASSETS	2,363,983	2,473,298	2,576,196	2,662,604	2,744,441	2,854,003	2,959,112	3,047,466	3,138,381	3,231,915
LIABILITIES										
Current Liabilities										
Trade & Other Payables	22,384	24,312	26,205	28,716	32,013	35,243	38,297	41,309	44,276	47,195
Provisions	14,363	14,945	15,486	15,873	16,270	16,677	17,094	17,521	17,959	18,408
Lease Liabilities	3,314	3,314	3,314	3,314	3,314	3,314	3,314	3,314	3,314	3,314
Total Current Liabilities	40,061	42,571	45,005	47,904	51,597	55,234	58,704	62,144	65,549	68,918
Non-Current Liabilities										
Trade & Other Payables	15,398	15,064	14,730	14,396	14,062	13,728	13,394	13,060	12,726	12,392
Borrowings	81,344	110,542	133,510	149,577	157,099	188,451	212,126	214,829	215,888	214,853
Provisions	2,183	2,264	2,321	2,379	2,438	2,499	2,561	2,625	2,691	2,758
Lease Liabilities	47,252	43,938	40,624	37,310	33,996	30,682	27,368	24,054	20,740	17,426
Total Non-Current Liabilities	146,177	171,808	191,184	203,662	207,595	235,360	255,450	254,568	252,045	247,429
TOTAL LIABILITIES	186,238	214,378	236,190	251,565	259,192	290,593	314,154	316,712	317,594	316,347
Net Assets	2,177,745	2,258,920	2,340,006	2,411,039	2,485,249	2,563,409	2,644,958	2,730,754	2,820,787	2,915,568
EQUITY										
Accumulated Surplus	838,615	852,185	861,862	870,790	880,705	892,494	904,900	918,886	934,858	953,259
Asset Revaluation Reserves	1,307,609	1,375,714	1,447,122	1,509,228	1,573,523	1,639,895	1,709,037	1,780,847	1,854,908	1,931,287
Future Reserve Fund	31,521	31,021	31,021	31,021	31,021	31,021	31,021	31,021	31,021	31,021
Total Council Equity	2,177,745	2,258,920	2,340,006	2,411,039	2,485,249	2,563,409	2,644,958	2,730,754	2,820,787	2,915,568

Statement of Changes in Equity										
\$'000s	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
Balance at the end of previous reporting period	2,087,014	2,177,745	2,258,920	2,340,006	2,411,039	2,485,249	2,563,409	2,644,958	2,730,754	2,820,787
a. Net Surplus / (Deficit) for Year	15,759	13,070	9,677	8,928	9,915	11,789	12,406	13,986	15,973	18,401
b. Other Comprehensive Income	74,972	68,105	71,409	62,105	64,295	66,372	69,143	71,810	74,061	76,380
Total Comprehensive Income	90,731	81,175	81,086	71,033	74,210	78,161	81,549	85,796	90,033	94,781
Balance at the end of period	2,177,745	2,258,920	2,340,006	2,411,039	2,485,249	2,563,409	2,644,958	2,730,754	2,820,787	2,915,568

Statement of Cash flows										
\$'000s	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
Cash Flows from Operating Activities										
<u>Receipts</u>										
Rates - general & other	156,564	167,621	174,876	182,441	190,304	198,816	206,661	214,816	223,295	232,111
Fees & other charges	21,555	20,556	21,070	21,597	22,137	22,690	23,258	23,839	24,435	25,046
User charges	77,946	72,220	74,205	76,245	78,343	80,500	82,718	84,999	87,344	89,756
Grants utilised for operating purposes	4,232	4,993	4,818	4,273	4,379	4,489	4,601	4,716	4,834	4,955
Investment receipts	165	169	174	178	182	187	192	197	201	206
Reimbursements	238	245	251	257	264	270	277	284	291	298
Other revenues	701	721	739	758	776	796	816	836	857	879
<u>Payments</u>										
Payments to Employees	(96,172)	(90,383)	(93,421)	(96,050)	(98,576)	(101,165)	(103,820)	(106,540)	(109,328)	(112,187)
Payments for Materials, Contracts & Other Expenses	(92,603)	(90,122)	(96,551)	(100,601)	(104,781)	(109,294)	(114,328)	(119,236)	(124,376)	(129,510)
Finance Payments	(2,779)	(2,549)	(3,200)	(3,699)	(4,001)	(4,478)	(4,999)	(4,957)	(4,554)	(3,989)
Net Cash provided by (or used in) Operating Activities	69,847	83,472	82,961	85,399	89,029	92,812	95,376	98,955	103,000	107,564
Cash Flows from Investing Activities										
<u>Receipts</u>										
Amounts Received Specifically for New/Upgraded Assets	10,783	-	-	-	-	-	-	-	-	-
Grants Utilised for Capital Purposes	-	-	-	-	-	-	-	-	-	-
Proceeds from Surplus Assets	-	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	500	500	500	500	500	500	500	500	500	500
<u>Payments</u>										
Expenditure on Renewal/Replacement of Assets	(68,825)	(82,044)	(79,527)	(82,655)	(89,457)	(117,053)	(111,191)	(91,856)	(94,152)	(96,506)
Expenditure on New/Upgraded Assets	(42,277)	(26,285)	(22,064)	(15,003)	(4,012)	(3,947)	(4,696)	(6,638)	(6,742)	(6,859)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(100,139)	(108,149)	(101,411)	(97,478)	(93,289)	(120,820)	(115,708)	(98,313)	(100,714)	(103,185)
Cash Flows from Financing Activities										
<u>Receipts</u>										
Proceeds from Borrowings	35,516	29,198	22,968	16,067	7,522	31,352	23,676	2,703	1,059	-
<u>Payments</u>										
Repayment from Borrowings	-	-	-	-	-	-	-	-	-	(1,035)
Repayment of Lease Liabilities	(5,224)	(4,521)	(4,518)	(3,989)	(3,262)	(3,344)	(3,344)	(3,344)	(3,344)	(3,344)
Net Cash provided by (or used in) Financing Activities	30,292	24,677	18,450	12,079	4,260	28,007	20,331	(641)	(2,286)	(4,379)
Net Increase (Decrease) in Cash Held	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents at beginning of period	800	800	800	800	800	800	800	800	800	800
Cash & Cash Equivalents at end of period	800	800	800	800	800	800	800	800	800	800

Uniform Presentation of Finances										
\$'000s	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
Income										
Rates Revenues	165,626	176,443	184,080	192,043	200,321	209,280	217,538	226,123	235,048	244,327
Statutory Charges	21,049	21,638	22,179	22,734	23,302	23,885	24,482	25,094	25,721	26,364
User Charges	77,285	76,021	78,110	80,258	82,467	84,737	87,072	89,473	91,941	94,479
Grants, Subsidies and Contributions - Capital	-	-	-	-	-	-	-	-	-	-
Grants, Subsidies and Contributions - Operating	4,717	4,993	4,818	4,273	4,379	4,489	4,601	4,716	4,834	4,955
Investment Income	165	169	174	178	182	187	192	197	201	206
Reimbursements	238	245	251	257	264	270	277	284	291	298
Other Income	701	721	739	758	776	796	816	836	857	879
Total Income	269,781	280,231	290,352	300,500	311,691	323,644	334,977	346,722	358,894	371,509
Expenses										
Employee Costs	(97,796)	(96,046)	(99,019)	(101,495)	(104,032)	(106,633)	(109,299)	(112,031)	(114,832)	(117,703)
Materials, Contracts & Other Expenses	(98,156)	(95,181)	(99,815)	(104,605)	(109,617)	(114,796)	(120,212)	(125,720)	(131,660)	(137,706)
Depreciation, Amortisation & Impairment	(66,075)	(70,402)	(73,283)	(76,472)	(79,114)	(81,023)	(82,971)	(84,968)	(87,027)	(89,163)
Finance Costs	(2,779)	(5,532)	(8,558)	(9,001)	(9,013)	(9,403)	(10,090)	(10,016)	(9,402)	(8,535)
Total Expenses	(264,805)	(267,161)	(280,675)	(291,573)	(301,776)	(311,855)	(322,571)	(332,736)	(342,921)	(353,108)
Operating Surplus / (Deficit)	4,976	13,070	9,677	8,928	9,915	11,789	12,406	13,986	15,973	18,401
Net timing adjustment for General Purpose Grant Funding	-	-	-	-	-	-	-	-	-	-
Less Grants, Subsidies and Contributions - Capital	-	-	-	-	-	-	-	-	-	-
Net Other Abnormal Unmatched Income or Expenditure	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit) before Capital Amounts	4,976	13,070	9,677	8,928	9,915	11,789	12,406	13,986	15,973	18,401
Net Outlays on Existing Assets										
Capital Expenditure on Renewal & Replacement of Existing Assets	(68,825)	(82,044)	(79,527)	(82,655)	(89,457)	(117,053)	(111,191)	(91,856)	(94,152)	(96,506)
Finance Lease Payments for Right of Use Assets (Principal)	(5,224)	(4,521)	(4,518)	(3,989)	(3,262)	(3,344)	(3,344)	(3,344)	(3,344)	(3,344)
<i>add back</i> Depreciation, Amortisation and Impairment	66,075	70,402	73,283	76,472	79,114	81,023	82,971	84,968	87,027	89,163
Grants, Subsidies and Contributions - Capital Renewal	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Replaced Assets	500	500	500	500	500	500	500	500	500	500
Net Outlays on Existing Assets	(7,474)	(15,662)	(10,262)	(9,672)	(13,104)	(38,874)	(31,065)	(9,731)	(9,969)	(10,187)
Net Outlays on New and Upgraded Assets										
Capital Expenditure on New and Upgraded Assets	(42,597)	(26,605)	(22,384)	(15,323)	(4,332)	(4,267)	(5,016)	(6,958)	(7,062)	(7,179)
<i>add back</i> Amounts received specifically for New and Upgraded Assets	10,783	-	-	-	-	-	-	-	-	-
<i>add back</i> Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	(31,814)	(26,605)	(22,384)	(15,323)	(4,332)	(4,267)	(5,016)	(6,958)	(7,062)	(7,179)
Net Lending / (Borrowing) for Financial Year	(34,312)	(29,198)	(22,968)	(16,067)	(7,522)	(31,352)	(23,676)	(2,703)	(1,059)	1,035

KEY FINANCIAL INDICATOR FORECAST

Financial Indicator	Explanation	Target	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	5 Year Average	10 Year Average
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	1.8%	4.7%	3.3%	3.0%	3.2%	3.6%	3.7%	4.0%	4.5%	5.0%	3.2%	3.7%
Net Financial Liabilities	Financial liabilities and a percentage of operating income	Less than 80%	36%	46%	52%	56%	57%	65%	71%	69%	68%	66%	49%	59%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	94.6%	95.5%	96.5%	97.5%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	97%	98%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	22%	25%	30%	32%	33%	39%	43%	42%	41%	40%	28%	35%
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	1.9%	3.1%	3.4%	3.5%	3.4%	3.4%	3.6%	3.5%	3.1%	2.6%	3.1%	3.2%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.5	0.7	0.8	0.8	0.8	0.9	1.0	1.0	1.0	0.9	0.7	0.8
Cash Flow fom Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	101%	101%	101%	101%	100%	93%	95%	102%	103%	103%	101%	100%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Prudential Limit \$m	152.9	219.4	224.9	230.5	236.3	242.2	248.2	254.5	260.8	267.3	212.8	233.7
		Borrowings \$m	81.3	110.5	133.5	149.6	157.1	188.5	212.1	214.8	215.9	214.9	126.4	167.8
		%	53%	50%	59%	65%	66%	78%	85%	84%	83%	80%	59%	71%
Borrowings (gross of the Future Fund)	Borrowings (Gross of the Future Fund) as a percentage of the Prudential Borrowing Limit	%	74%	65%	73%	78%	80%	91%	98%	97%	95%	92%	74%	84%

10 YEAR CAPITAL PROGRAM

Table 3: 10-Year Asset Renewal Program

Renewal Forecasts (\$'000s)	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Total
Buildings	13,541	10,870	11,314	11,717	12,133	12,625	12,941	13,265	13,596	13,936	125,938
Lighting & Electrical	5,363	5,380	5,600	5,799	6,005	6,249	6,405	6,565	6,729	6,898	60,993
Park Lands & Open Space	1,578	2,925	3,044	3,153	3,264	3,397	3,482	3,569	3,658	3,750	31,820
Transport	23,659	29,696	30,907	32,008	33,145	34,491	35,353	36,237	37,143	38,071	330,710
Urban Elements	4,435	5,326	5,543	5,740	5,944	6,185	6,340	6,499	6,661	6,828	59,500
Water Infrastructure	6,270	9,601	9,993	10,349	10,716	11,152	11,430	11,716	12,009	12,309	105,547
Total Infrastructure Renewals	54,846	63,798	66,400	68,766	71,208	74,099	75,952	77,851	79,797	81,792	714,508
Plant & Fleet	3,749	3,904	3,024	1,908	1,976	2,056	2,108	2,161	2,215	2,270	25,371
IT Equipment	1,237	1,785	1,858	1,924	1,993	2,074	2,125	2,179	2,233	2,289	19,697
Plant, Fleet & Equipment Replacement	4,986	5,689	4,882	3,833	3,969	4,130	4,233	4,339	4,448	4,559	45,068
Delivery Resources	7,610	7,921	8,244	8,538	8,841	9,200	9,430	9,666	9,908	10,155	89,515
Total Renewal & Replacement of Assets	67,442	77,409	79,527	81,136	84,018	87,430	89,615	91,856	94,152	96,506	849,091

Table 4: Significant Renewal Costs and Timing Unindexed

Significant Renewals (unindexed) \$'000s	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Total
Adelaide Bridge	-	-	-	900	900	8,000	8,000	-	-	-	17,800
Torrens Weir Structure	1,751	-	-	500	1,000	10,600	10,600	-	-	-	24,451
Rundle UPark	-	4,500	-	-	3,000	7,500	-	-	-	-	15,000
Total Significant Renewals	1,751	4,500	-	1,400	4,900	26,100	18,600	-	-	-	57,251

Table 5: Significant Renewal Costs and Timing Indexed

Significant Renewals (indexed) \$'000s	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Total
Adelaide Bridge	-	-	-	977	999	9,080	9,280	-	-	-	20,336
Torrens Weir Structure	1,751	-	-	543	1,110	12,031	12,296	-	-	-	27,731
Rundle UPark	-	4,635	-	-	3,330	8,513	-	-	-	-	16,478
Total Significant Renewals	1,751	4,635	-	1,519	5,439	29,624	21,576	-	-	-	64,544

Table 6: New and Significant Upgrade Projects

Projects \$'000s	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Total
Community Sports Building Redevelopment - Golden Wattle Park / Mirnu Wirra (Park 21 West)	4,422	-	-	-	-	-	-	-	-	-	4,422
Community Sports Building Redevelopment – Mary Lee Park / Tulya Wardli (Park 27B)	4,041	-	-	-	-	-	-	-	-	-	4,041
Community Sports Building Redevelopment – Concept Design	119	-	-	-	-	-	-	-	-	-	119
Upgrade to Park Lands Buildings (1.5% Rates Revenue)	-	1,901	1,476	1,692	848	820	1,457	3,146	3,272	3,403	18,015
Public Art Action Plan Deliverables	178	458	349	255	95	66	81	80	45	16	1,623
Brown Hill Keswick Creek (Financial Contribution)	320	320	320	320	320	320	320	320	320	320	3,200
Melbourne Street Public Art Commission	214	-	-	-	-	-	-	-	-	-	214
Main Street Revitalisation – Gouger Street	8,912	6,297	-	-	-	-	-	-	-	-	15,209
Main Street Revitalisation – Hindley Street	607	1,000	6,000	6,053	-	-	-	-	-	-	13,660
Main Street Revitalisation – Hutt Street	1,155	5,485	5,485	-	-	-	-	-	-	-	12,125
Main Street Revitalisation – Melbourne Street	1,545	160	2,500	2,500	-	-	-	-	-	-	6,705
Main Street Revitalisation – O’Connell Street	3,963	6,669	3,334	-	-	-	-	-	-	-	13,966
City Public Realm Greening Program	2,377	45	-	-	-	-	-	-	-	-	2,422
Minor Works Building – Security Upgrades	119	300	-	-	-	-	-	-	-	-	419
Flinders Street Housing – Concept Planning	297	500	-	-	-	-	-	-	-	-	797
Other ^	14,328	-	-	-	-	-	-	-	-	-	14,328
Project Delivery Costs	-	3,470	2,920	1,999	565	557	654	908	921	936	12,929
Assumed forward Commitment	-	-	-	2,504	2,504	2,504	2,504	2,504	2,504	2,504	17,528
Total New and Upgraded Expenditure	42,597	26,605	22,384	15,323	4,332	4,267	5,016	6,958	7,062	7,179	141,722
Confirmed External Funding	10,783	-	-	-	-	-	-	-	-	-	10,783
Net Capital Contribution	31,814	26,605	22,384	15,323	4,332	4,267	5,016	6,958	7,062	7,179	130,939

^ one-off funding for New and Upgraded Assets in 2026/27

Table 7: Renewal and Upgrade of Buildings within the Park Lands

1.5% Rates Revenue to Renew and Upgrade Buildings within the Park Lands (\$'000s)	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Total
Renewal Allocation	1,797	482	1,067	963	1,924	2,074	1,568	-	-	-	9,875
New and Upgrade Allocation	-	1,901	1,476	1,692	848	820	1,457	3,146	3,272	3,403	18,015
Total Allocation	1,797	2,383	2,543	2,655	2,772	2,894	3,025	3,146	3,272	3,403	27,890

KEY ASSUMPTIONS (INDICES)

Consumer Price Index (SA)

Rate %	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
CPI (SA)	3.5%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
LGPI - Capital (SA)	3.5%	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Interest Rates

Rate %	2026-27 Budget	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	2035-36 Plan
Interest Rate	5.85%	5.60%	5.35%	5.10%	4.85%	4.75%	4.75%	4.75%	4.75%	4.75%

GLOSSARY

Asset

Assets are future economic benefits controlled by the Council as a result of past transactions or other past events.

Asset Renewal Funding Ratio

(also known as the Asset Sustainability Ratio)

Expenditure on asset renewals as a percentage of forecast required expenditure in the infrastructure asset management plans.

Asset Test Ratio

Borrowings as a percentage of total saleable property assets.

Consumer Price Index (CPI)

The Consumer Price Index (CPI) is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. The simplest way of thinking about the CPI is to imagine a basket of goods and services comprising items typically acquired by Australian households. As prices vary, the total price of this basket will also vary. The CPI is simply a measure of the changes in the price of this basket as the prices of items in it change.

Equity

Equity is the residual interest in the assets of the Council after deduction of its liabilities.

Leverage Test Ratio

Total borrowings relative to rates revenue (less landscape levy)

Liability

Liabilities are the future sacrifices of economic benefits that the Council is presently obliged to make to other entities or organisations as a result of past transactions or other past events

Interest Expense Ratio

Proportion of Council's general rate income that is being used to service debt (interest).

Liquidity

Measure of the Council's ability to cover its immediate and short-term debts and obligations.

Net Financial Liabilities

Financial liabilities as a percentage of operating surplus.

Operating Surplus Ratio

Operating surplus as a percentage of operating revenue.

Draft Community Engagement Policy

Strategic Alignment - Our Community

Public

Tuesday, 18 August 2026

City Finance and Governance
Committee

Program Contact:

Rebecca Hayes, Associate
Director Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to note the consultation feedback on the draft Community Engagement Policy (CoA Policy) and seek adoption of the final CoA Policy (**Attachment A**).

On 25 November 2025 Council adopted the City of Adelaide Community Engagement Charter ([Link 1](#)) and Community Engagement Policy ([Link 2](#)).

On 11 December 2025, the Minister for Local Government's Community Engagement Charter (State Charter) and related amendments to the *Local Government Act 1999* (SA) (the Act) were published in the South Australian Government Gazette ([Link 3](#)).

Local councils have a period of nine months from the commencement of the amendments to the Act to review and adopt a Community Engagement Policy that aligns with the State Charter. This is required to be completed by 11 September 2026.

On 26 May 2026 Council endorsed an amended draft CoA Policy, for the purposes of public consultation. Public consultation commenced on 3 June 2026 and closed on 2 July 2026.

A survey hosted on the 'Our Adelaide' online community engagement platform received four responses. Four in person sessions were held with over 60 interactions. There were no written submissions received.

The amended Community Engagement Policy will supersede the existing Community Engagement Policy adopted by Council on 25 November 2025.

A summary of the consultation is provided as **Attachment B**. Changes made to the CoA Policy can be found in [Link 4](#).

RECOMMENDATION

The following recommendation will be presented to Council on 25 August 2026 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL

1. Notes the feedback received on the draft Community Engagement Policy as contained in Attachment B to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 August 2026.
2. Adopts the Community Engagement Policy contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 August 2026 and rescinds the 25 November 2025 Community Engagement Policy.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Review the Community Engagement approach by 2025.
Policy	The City of Adelaide Community Engagement Policy, once approved by Council, will replace Council's current Community Engagement Policy (Link 2).
Consultation	Consultation on the Community Engagement Policy for the City of Adelaide must be undertaken in accordance with the requirements of the Local Government Act 1999 (SA) .
Resource	Activities outlined in this report will be conducted using existing resources or approved budgets. There are no additional resources required as a result of this report.
Risk / Legal / Legislative	Councils must adopt a new policy by 11 September 2026 in alignment with the <i>Local Government (Transitional Provisions) (Public Consultation) Amendment Regulations 2025 (SA)</i> (Link 5).
Opportunities	Not as a result of this report
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. Council resolved at its 25 February 2025 meeting for:
 - 1.1. *An immediate commencement of the review of the Adelaide City Council Community Consultation Policy considering the current policy states it should be reviewed every two years and the last review was due in May 2021.*
 - 1.2. *The development of a Community Communications and Engagement Policy and a Community Engagement Charter to ensure our community can be informed and participate more fully in decision making about our City.*
 - 1.3. *This work to be completed in time for implementation in the last quarter of 2025.*
2. At its 26 August 2025 meeting, Council approved the draft City of Adelaide Community Engagement Charter (CoA Charter) and draft Community Engagement Policy (CoA Policy) for the purpose of public consultation from 1 September 2025 to 6 October 2025.
3. At its 25 November 2025 meeting, Council adopted the final City of Adelaide Community Engagement Charter and Community Engagement Policy.
4. On 11 December 2025, the Minister for Local Government's Community Engagement Charter (State Charter) and related amendments to the *Local Government Act 1999* (SA) (the Act) were published in the South Australian Government Gazette ([Link 3](#)).
5. Local councils have a period of nine months from the commencement of the amendments to the Act to review and adopt a Community Engagement Policy that aligns with the State Charter. This is required to be completed by 11 September 2026.

Consultation Undertaken

6. Council approved the revised draft CoA Policy at its 26 May 2026 meeting for the purpose of public consultation from 3 June 2026 to 2 July 2026.
7. To ensure the community was informed and aware of the opportunities to provide feedback into this process, the consultation was promoted through:
 - 7.1. A survey hosted on the 'Our Adelaide' online community engagement platform.
 - 7.2. Hard copies of the survey being made available at various locations including the Customer Centre, libraries and community centres, along with relevant documents for reference.
 - 7.3. Notification to the Our Adelaide stakeholder database (over 15,000 registered users).
 - 7.4. Four face-to-face information drop-in sessions across various locations in the City of Adelaide.
 - 7.5. Promotion on City of Adelaide social media channels.

Consultation Results

8. During the consultation period, Council received:
 - 8.1. 128 visitors to the Our Adelaide page.
 - 8.2. Four Our Adelaide online survey responses
 - 8.3. Over 60 interactions at the four in-person sessions at the Minor Works Community Centre, North Adelaide Library, Rundle Mall and the Yarn Bombing Day at the Box Factory Community Centre.
9. A consultation summary is provided in **Attachment B**.

Key changes to the Community Engagement Policy

10. There are no changes made in response to community feedback on the draft Community Engagement Policy, which was general in nature and largely unrelated to the Policy.
11. The draft Community Engagement Policy has been further amended to improve its alignment with the Local Government Association of South Australia's Model Community Engagement Policy ([Link 6](#)). The following amendments have been made:
 - 11.1. Removal of the reference to section 249 of the *Local Government Act 1999* (SA), relating to the making of by-laws.
 - 11.2. Amendment of the 'Delegations' section to align with the wording and approach contained in the Model Community Engagement Policy.

Legislative changes

12. Local councils have a period of nine months from the commencement of the amendments to the Act to review and adopt a Community Engagement Policy that aligns with the State Charter. This is required to be completed by 11 September 2026.
13. The Local Government Association of South Australia has developed the following guide for steps to be undertaken:

Policy development and internal approvals	April – May 2026
Council Meeting to endorse Draft Community Engagement Policy (for consultation purposes)	May/June 2026
Engagement Period (Period to be determined by council)	Mid-June – late July 2026
Council Meeting to adopt Community Engagement Policy (post consultation)	August 2026
Date by which Community Engagement Policy must be adopted:	11 September 2026
3 month transition period - both Public Consultation and Community Engagement Policies can be applied: (or earlier if adopted prior to 11 Sept)	11 September – 10 December 2026
Community Engagement Policy must be applied from: (or earlier if adopted prior to 11 Sept)	11 December 2026

14. The adoption of the Community Engagement Policy at the next Council meeting ensures that the above timeframes have been met by the City of Adelaide.

Next Steps

15. Once adopted by Council, the new Community Engagement Policy will replace the existing Community Engagement Policy adopted on 25 November 2025.
16. The community will be informed of the decision through the Our Adelaide project page and the Our Adelaide newsletter.

DATA AND SUPPORTING INFORMATION

Link 1 - Community Engagement Charter

Link 2 - Community Engagement Policy (November 2025)

Link 3 - Minister for Local Government's Community Engagement Charter (State Charter)

Link 4 - Draft Community Engagement Policy – Marked Changes

Link 5 - Local Government (Transitional Provisions) (Public Consultation) Amendment Regulations 2025

Link 6 - Local Government Association of South Australia's Model Community Engagement Policy

ATTACHMENTS

Attachment A – Community Engagement Policy

Attachment B – Consultation Summary

- END OF REPORT -

COMMUNITY ENGAGEMENT POLICY

August 2026

legislative

Primary document: City of Adelaide Community Engagement Charter

PURPOSE

This Policy outlines the City of Adelaide's legislative requirements under section 50A of the *Local Government Act 1999* (SA) and the Minister for Local Government's Community Engagement Charter (State Charter), which requires Council to adopt a community engagement policy that sets out the responsibilities of Council.

This Policy only applies to matters that require community engagement under the *Local Government Act 1999* (SA) (the Act).

Community engagement prescribed under other legislation applicable to Council will be undertaken in accordance with those requirements, rather than this Policy, should there be any inconsistency.

This Policy is also supported by the City of Adelaide Community Engagement Charter (Council Charter).

STATEMENT

As a Capital City Council, we are the State's cultural, government and economic centre stage, with hundreds of thousands of people coming into our Council on a daily basis. This role means our community is diverse and the City of Adelaide, when undertaking engagement with our community, needs to consider this State role alongside all city users, that is, residents, businesses, workers, students and visitors.

Council also recognises and values the knowledge and experience of its diverse communities and is committed to involving the community in decisions that affect them. Equitable access to participatory decision-making by involving and empowering members of our community supports an inclusive, thriving and sustainable city that benefits everyone.

Community engagement is the process of actively involving the community in decisions, planning and projects that impacts them or their local area. For the City of Adelaide, our community includes "all people who live, work, study or conduct business in, or who visit, use or enjoy the services, facilities and public places of, the City of Adelaide" (*City of Adelaide Act 1998*).

In line with the Council Charter, ensuring that our community engagement activities are community centric, accessible and inclusive and undertaken in a transparent and genuine manner is vital to meeting our commitments, supporting informed decision making, and building a strong community.

COMMUNITY ENGAGEMENT CHARTERS

State Government (State Charter)

Section 50 of the *Local Government Act 1999* (SA) (the Act) provides for the State Government to “establish a community engagement charter for the purposes of this Act”. In December 2025 The Minister for Local Government published in the Government Gazette a (State) Community Engagement Charter that included:

This charter has been prepared taking into account the following principles contained in Section 50(2) of the Local Government Act 1999—

- (a) members of the community should have reasonable, timely, meaningful and ongoing opportunities to gain access to information about proposed decisions, activities and processes of councils and to participate in relevant processes;*
- (b) information about issues should be in plain language, readily accessible and in a form that facilitates community participation;*
- (c) participation methods should seek to foster and encourage constructive dialogue, discussion and debate in relation to proposed decisions, activities and processes of councils;*
- (d) participation methods should be appropriate having regard to the significance and likely impact of proposed decisions, activities and processes;*
- (e) insofar as is reasonable, communities should be provided with information about how community views have been taken into account and reasons for decisions or actions of councils.*

City of Adelaide (Council Charter)

The City of Adelaide developed a Community Engagement Charter (Council Charter), which outlines our guiding principles to be bold, aspirational and innovative on how we work with our community to shape our city’s future.

This Policy should be read in conjunction with the Charter.

This **Charter outlines our commitments** to how the City of Adelaide will engage with the community when making decisions, plans, or projects that affect them.

The Charter and Policy are guided by the following principles:

- **Community Centric** – The community is at the heart of what we do. We listen to them so that we can shape our city’s bold future together.
- **Accessible and Inclusive** – All community members have an opportunity to participate in decisions that impact them.
- **Transparency and Trust** – Council builds trust by engaging authentically with our community on an ongoing basis.

Community engagement undertaken by the City of Adelaide takes into consideration the requirements of both the State and Council Charters.

LEGISLATIVE REQUIREMENTS

Local Government Act 1999 (SA)

Section 50A requires Council to prepare and adopt a community engagement policy that sets out the steps that the Council must follow. It specifies that Council is required to undertake particular types or levels of community engagement (as a minimum) in line with the State Charter as well as instances where council must follow its community engagement policy. This ensures Council is effectively engaging with stakeholders and the community.

The Act also prescribes the requirement for community engagement under specific provisions of the Act and allows for Councils to make any additional provisions as required.

City of Adelaide Act 1998

Community engagement needs to also consider the *City of Adelaide Act 1998*, which recognises the special role our Council plays *"to support and advance the role that the City of Adelaide plays as the capital city of South Australia"*.

ROLES AND RESPONSIBILITIES

This policy applies to Council Members, employees, contractors, volunteers, consultants and any other person(s) undertaking community engagement for, or on behalf of, the City of Adelaide.

Council is the elected body charged with responsibility for making decisions on behalf of the community. Under certain circumstances Council may delegate decision-making to Council officers.

Administration includes the people who support the day-to-day operations of Council. This includes the Chief Executive Officer, Executive, managers, and employees responsible for delivering Council services, projects, programs, and community engagement activities.

The **Chief Executive Officer** supported by staff and/or external contractors, is responsible for implementing and reviewing this Policy, and reporting outcomes of consultations and review(s) of this Policy to Council.

Senior Leaders are responsible for ensuring their staff comply with this Policy and make use of the support mechanisms and tools provided to guide implementation.

Staff and any third-parties undertaking community engagement for, or on behalf of, the City of Adelaide are required to meet the minimum legislative requirements for community engagement and adhere to the Principles contained within the Council Charter and this Policy.

The **Community Engagement Team** is responsible for providing advice and assistance to the community and internal and external stakeholders in relation to community engagement and keeping this Policy up-to-date and accessible.

UNDERTAKING COMMUNITY ENGAGEMENT

When undertaking community engagement, Council recognises the need for various engagement methods to support the principles of the Council Charter, including commitments of:

- *Ensure that we seek our community's feedback in a way that is creative, engaging and innovative*
- *Recognise the diverse needs of our community and create inclusive, accessible opportunities*
- *Enable the community to provide feedback at a time, and in a way that works for them*

As such, when Administration is developing how, when and why community engagement is undertaken, the following methods could be considered:

Type	Intent	Examples
In Person	Relationship building, community at the heart of our decisions and builds transparency and trust.	▪ Community forums, 'drop-in sessions' and targeted stakeholder meetings ▪ Community group representations to Council
Print	Meets some legislative requirements and may be more accessible by some members of the community.	▪ Publication in a regular newsletter ▪ Letters to residents and other stakeholders ▪ Other direct mail publications or letterbox drops ▪ Advertising in media outlets as deemed appropriate ▪ Hard copies available in Council facilities
Online	Accessible 24/7, self-service and allows to provide for full information, interactive options and data collection.	▪ "Our Adelaide" Website ▪ Council's website and social media ▪ Use of a community email database
Other	Creative, innovative ways to engage with our community.	▪ Media releases to appropriate media outlets and community groups ▪ Direct consultation with community representative groups ▪ Customer surveys ▪ Fixed displays, e.g. community notice boards

The following pages provide examples of actual community engagements that are undertaken, including those specifically required by legislation. These types of engagements have been provided under the **categories defined in the State Charter:**

"In recognition of the fact that the matters included for community engagement in this Charter have differing levels of impact on councils' communities, this Charter establishes the following categories of engagement and requirements that are appropriate to each group"

(Local Government Act 1999 (SA), Section 50 Community Engagement Charter)

CATEGORY - Significant – Annual Business and Rating Policy

Definition	Decisions related to a council's adoption of its annual business plan or proposed changes to the basis of its council rates.
Engagement that is driven by legislation	- Annual Business Plan (Adopting Annual Business Plan) – <i>Section 123</i> - Basis of rating (Change to Basis of Rating Report) – <i>Section 151</i>
Mandatory minimum requirements	- Publish on Council website - Publish information in a local news publication (print where available, otherwise digital) - Consult with the whole Council area - Invite submissions - Explain the decision-making process - Provide a minimum community engagement period of 21 days - Seek and consider feedback from the community - Hold a public meeting for the community to make submissions

CATEGORY - Significant

Definition	Decisions that a council makes that have a significant impact on most or all ratepayers and residents, or the wider community or area.
Engagement that is driven by legislation	Representation reviews - <i>Section 12</i> Strategic Management Plans - <i>Section 122</i> Differential rating and special adjustments - <i>Section 156</i> - Revocation of classification of land as community land - <i>Sections 193 and 194</i> - Community Land Management Plans - adoption - <i>Section 197</i> - Community Land Management Plans – significant amendments - <i>Section 198</i> - Alienation of community land by lease or license - <i>Section 202</i> - Considering a change of status of council or name change - <i>Section 13*</i>
Mandatory minimum requirements	- Publish on Council website - Publish information in a local news publication (print where available, otherwise digital) <i>*Notice in Gazette</i> - Consult with the whole Council area - Invite submissions (<i>*invitation to make written submissions</i>) - Explain the decision-making process - Provide a minimum community engagement period of 21 days (<i>*6 weeks</i>) - Seek and consider feedback from the community - Invite people who have made a written submission to attend a council meeting to speak to their submission <i>*these items only apply to Section 13 "change of status or name change"</i>

CATEGORY - Standard

Definition	Decisions that a council makes that benefit from community input across the council area.
Engagement that is driven by legislation	- Substantial changes to the opening hours and place of council's principal office - <i>Section 45</i> - Community Engagement Policy - <i>Section 50A</i> - Council behaviour support policies - <i>Section 75F</i> - Access to meetings and documents - <i>Section 92</i> - Power to make orders - <i>Section 259</i>
Mandatory minimum requirements	- Publish on Council website - Consult with the whole Council area - Seek and consider feedback from the community

CATEGORY - Local

Definition	Decisions that impact an identifiable smaller group of residents/ratepayers or a local area.
Engagement that is driven by legislation	- Carrying out commercial activities - Prudential Arrangements - <i>Section 48</i> - Council is proposing a permit or authorisation for alteration of a road or use of a road for business purposes – for more than 48 hours (with a detour in place) or where no detour will be available - <i>Section 223</i> - Consultation on proposed planting of vegetation on a road – significant impact - <i>Section 232</i>
Mandatory minimum requirements	- Publish on Council website - Seek and consider feedback from the community - Consult with local community

CATEGORY - Inform

Definition	Matters where councils provide information to a community impacted by a decision
Engagement that is driven by legislation	- Minor changes to opening hours and place of council's principal office - <i>Section 45</i> - Council is proposing a permit or authorisation for alteration of a road or use of roads for business purposes - for less than 48 hours and the council ensures that a detour is in place - <i>Section 223</i> Election information - <i>Section 13A of the Local Government (Elections) Act 1999</i>
Mandatory minimum requirements	- Publish on Council website - Information to the whole Council area - Information to local community

Delegations

The community engagement activities in this policy are general in nature, to meet the minimum mandatory requirements in the Act and State Charter.

Specific engagement activities to be undertaken in relation to any particular decision, activity or processes shall be determined on a case-by-case basis, by:

- Council; by resolution
- The CEO;
- a delegate with power to make a decision or undertake an activity or process that requires community engagement under the Act, the Charter or this policy.

Council, the CEO or a delegate is not required by this policy to undertake, or to consider or determine whether to undertake, additional engagement activities or engagement methods. Such a decision is at the absolute discretion of the decision maker.

DRAFT

ADMINISTRATION

Other Useful documents

Related documents

- City of Adelaide Community Engagement Charter (primary document)
- Privacy Policy

The City of Adelaide also develops a range of Strategies and Action Plans that drive the delivery of our services and projects. These documents may outline requirements for engagement activities as well – particularly in regards, but not limited to, Reconciliation and Access and Inclusion.

Relevant legislation

- *Aboriginal Heritage Act 1988*
- *Adelaide Park Lands Act 2005*
- *City of Adelaide Act 1998*
- *Disability Discrimination Act 1992*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Equal Opportunity Act 1984 (SA)*
- *Freedom of Information Act 1982*
- *Local Government Act 1999 (SA)*
- *Planning, Development and Infrastructure Act 2016*
- *Road Traffic Act 1961*

Glossary

Throughout this document, the terms below are defined as:

(the) Act is the *Local Government Act 1999 (SA)*.

Council is the elected body charged with the responsibility for making decisions on behalf of the community. In certain circumstances Council may delegate decision making to the Chief Executive Officer (including staff / administration).

Community includes individuals or groups who have an interest in Council's decision-making and who are affected by Council's decisions. These individuals or groups may be identified as residents, voters, ratepayers, business owners, customers, contractors and suppliers, community interest groups, agencies and hard to reach groups.

Community Engagement is a planned process of engagement where information is provided and community and stakeholders are formally invited, as per the relevant requirements in the Act, to comment about matters on which Council will deliberate. It also describes varying levels of participation in our decision-making processes.

Stakeholders are recognised as individuals and organised groups who have an interest in Council's decision-making and who are affected by Council's decisions. Businesses, retail outlets, State and Federal Governments, community groups, other Local Governments and not-for-profit organisations are considered stakeholders. Stakeholders may also be groups or organisations who have a role to play in policy development and program or service delivery.

Submissions are contributions made by members of the community, expressing an opinion in writing (including on Council's community engagement website) relating to an issue and/or proposal which will be considered in Council's decision-making process.

Availability of the Policy

This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website <https://www.cityofadelaide.com.au/>.

History and Review

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements. When there is no such provision, a risk assessment approach is taken to guide the review timeframe. Council reserves the right to request names and addresses of respondents making submissions to any public consultations depending on the nature of the project or initiative being consulted on. This Policy document will be reviewed every **four** years unless legislative or operational change occurs beforehand. The next review is required in **2030**.

For further information contact the Governance and Strategy Program:

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Review History

Record Number	Adopted Body	Date Adopted	Description of Edits
ACC2026/XXXX	Council	XX/XX/2026	Policy updated to reflect new State Government Charter requirements
ACC2025/02511	Council	25/11/2025-	Policy updated to reflect new Community Engagement Charter and to improve clarity and alignment to legislation
ACC2022/64850	Council	16/07/ 2019	Removal of 'Temporary revisions to theCommunity Consultation Policy imposed in response to the declared COVID-19 Public Health Emergency as of 24 May 2022. This Policy returns as endorsed by Council 16 July 2019.
ACC2020/58461	Council	12/05/ 2020	Updated to reflect requirements of thePublic Access and Public Consultation Notice (No 2) 2020
ACC2019/63611	Council	16/07/ 2019	Definition of 'community' updated (page 3); relevant legislation and related documents updated; compliance requirements of section 122 updated; privacy provisions updated; table 1 consultation steps 3 and 16 updated;
ACC2019/63611	Council		Compliance requirements for Section 122: Strategic Management Plansadded to Table 1;
ACC2019/63611	Council		'Administrative' section (page 3) updated to align with City of AdelaidePrivacy Policy;
ACC2019/63611	Council		Consultation Step 3 updated to removeduplication with Step 16. Step 16 removed;

COMMUNITY ENGAGEMENT POLICY

ACC2019/63611			Table 1: Column 16, Section 232: Treeshas been amended to 'Submissions to be considered in decision-making under delegation (Step 13) replacing the need for 'Submissions to be considered by Council in decision- making' (Step 7)
ACC2019/63611	Council		Table 1: Column 18 (step 5) of Section 259: Councils to Develop Policies (power to make orders) is amended to indicate the minimum of period of consultation for this section is four (4) weeks.
ACC2018/99497	Council	08/05/ 2018	Major Review of this policy

City of Adelaide

Draft Community Engagement Policy

Consultation Summary



**Our
Adelaide**

Between and 3 June 2026 and 2 July 2026, the community was invited to provide feedback on the updated draft Community Engagement Policy (Policy).

Throughout the consultation period, several community drop-in sessions were held at key locations, including the Minor Works Building Community Centre, North Adelaide library, Rundle Mall and the Yarn Bombing Day event at the Box Factory Community Centre.

How we engaged	Social Meda Example
4 in-person drop-in session, where we discussed community engagement at the City of Adelaide. 11,000+ were emailed via Our Adelaide database.	The screenshot shows a Facebook post from the 'City of Adelaide' page, dated June 10. The post includes a yellow lightning bolt icon and the text 'Come chat with us!'. It states: 'We're hitting the road to hear from our community about: ✓ The draft Community Engagement Policy ✓ Changes to the City of Adelaide 2026 Election'. It then says 'Drop in, ask questions and share your thoughts with our Community Engagement Team at one of our upcoming pop-up sessions:' followed by a list of events: 'Beehive Corner, Rundle Mall' (Thursday 11 June, 4pm - 6pm), 'Yarn Bombing Day, Box Factory Community Centre' (Saturday 13 June, 11am - 2pm), and 'North Adelaide Library' (Friday 19 June, 1pm - 3pm). It ends with 'We'd love to see you there!' and a link to https://brw.ch/2lx3dIA. Below the post is a large graphic with a blue background and a black border. The graphic has the text 'Come chat with us!' in large bold letters, followed by 'Meet the City of Adelaide Engagement Team and find out more about:'. It lists two bullet points: '• The draft Community Engagement Policy' and '• Changes to the City of Adelaide 2026 Election'. To the right of the text is a red megaphone icon. At the bottom of the graphic are logos for 'Our Adelaide', the 'City of Adelaide' logo, and a small text box that says 'Tell us what you think. ouradelaide.sa.gov.au'.

Our Adelaide - Survey Results and Feedback

This section highlights the results from the survey available on the 'Our Adelaide' online community engagement platform (total of 4 responses - very general in nature and not directly related to the content of the draft Community Engagement Policy). Note that these responses are presented as they are received and no edits have been made to the comments provided.

Question Asked

1. Do you have any feedback on the draft Community Engagement Policy?

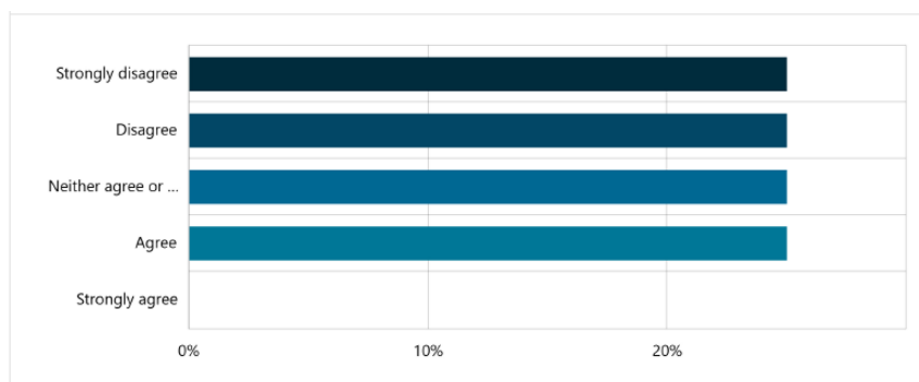
Response

We need a long term plan to invigorate Adelaide. Adelaide needs to step up and be the place to be (not the sleepy hollow of the past, run by people who want to live the past) The medium price of homes is larger than Melbourne, and we take on the risks and make world class events (ie formula one; tour down under, V8's, f1 bikes, and the arts with events like the fring, womade, Liv golf etc We need to invigorate the Torrens precinct (like south bank in Melb and Brisbane) In Adelaide, make public transport free (CBD), make more streets walking only (ie more of Rundle street, Hindley. We need a major stadium for concerts, Basketball, Netball (we had major complaints about the soccer stadium, and from day one it was too small). The entertainment centre failed and hasn't functioned, due to bad management decisions from day one. The entertainment/convent centre management needs fresh ideas /better management

Question

2. I feel I have a voice in the decision-making in my community

Response



Question Asked

Please help us understand your response by leaving a comment

Responses

Tried of too many small groups or individuals holding SA back.

Too often it is a spurious activity.

Question Asked

Any other feedback?

Responses

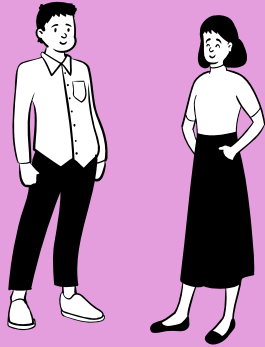
let's make Adelaide / SA the leading State in Australia. We need futuristic thoughts, and stop being the little brother to the other states

Community Engagement Sessions

We held four community drop-in sessions across the city to share information about the draft Community Engagement Policy. The feedback received during the consultation was general in nature and primarily related to broader matters, including the Adelaide Park Lands, traffic and cleanliness.

This feedback was recorded and referred to the relevant areas in Council for consideration and action. As the feedback was very general in nature and did not directly relate to the content of the draft Community Engagement Policy, no changes were made to the Policy in response.

In person sessions

Minor Works Building Community Centre 9 June 2026 12.30pm – 2.30pm	Corner King William Street and Rundle Mall 10 September 2025 5:00pm – 7:00pm	4 in person community sessions 
Light Square - Super Cycle Sunday 14 September 2025 9:00am – 2:00pm	North Adelaide Community Centre 23 September 2025 2:00pm – 4:00pm	